
STRATEGIC FIVE-YEAR STATE WORKFORCE INVESTMENT PLAN

FOR

TITLE I

OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEMS)

AND

THE WAGNER -PEYSER ACT

STATE OF

MISSOURI

for the period of

July 1, 2000 – June 30, 2005

X FULL PLAN or _____ TRANSITION PLAN

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Missouri Training and Employment Council
Workforce Investment Act
State Plan Executive Summary
Vision for Missouri's Future

Vision Statement: Missouri Training and Employment Council provides leadership in creating a State plan and establishing policies that provide easy access to job and career opportunities for all job seekers and employers.

The economic and workforce development goal of the State of Missouri is to provide an environment which supports a market-driven workforce preparation system, developed locally, that has clear goals and provides accountability to its customers. This system will prepare its customers for lifelong skill development and develop a culture that supports continuous learning.

At the core of this goal is the need to promote true partnerships at the local and regional level between business and the workforce development system. These partnerships must be strengthened at every opportunity in order to remain competitive in a new global marketplace. Missouri must be able to integrate labor market information, assess skill needs, provide appropriate training opportunities, and match worker skills with the present and future needs of businesses. This can only be done well if that true partnership exists.

Missouri has made significant progress in establishing local partnerships. Local One-Stop partnerships are the cornerstone for the future and will be expanded and enhanced as the Workforce Investment Act is implemented. Input from employers will be acquired through partnership with business as leaders of local Workforce Investment Boards (WIBs).

A key to that partnership development will involve the training and preparation of business representatives in methods and understanding of their role of representation. The ability to determine the true needs of employers in the local and regional area, to translate those needs to the local WIB and the One-Stop partners, and to respond to local and regional employers with the information about the services available in the area will be the responsibility of those business representatives. The role of the State Board will be to provide an environment supportive of those responsibilities.

Input from the job seeker customer as a partner will also be critical in order to continuously improve the system. Feedback from customers via surveys, focus groups and representation on local WIBs will allow customized service delivery to reflect local needs.

As the vision of Missouri's One-Stop system unfolds, collaboration will result in a customer responsive system leading to these critical elements:

Universal Access: The provision of labor market information, workforce development information, and easy access to basic services to all potential workers. The local WIBs will ensure that those job seekers with special needs will have access to or accommodation arrangements available to allow full access to services. The Missouri Training and Employment Council (MTEC) has adopted standards ensuring equal access to job seekers with disabilities (see Attachment 22). This policy states that each One-Stop affiliate/satellite site shall have no less than minimum ADA compliance. In addition, each One-Stop Center shall have assistive technology in place by July 1, 2001.

Lifelong Learning/Choice: The provision of a variety of types of training opportunities and multiple ways to receive education and training. This will be available to and accessible by all workers throughout their careers to ensure ongoing opportunities for upgrading skills or changing careers.

Integration: The linking of critical job opportunities, career information, education and support services through a One-Stop System. This system calls for streamlining and improving access to existing programs and services.

Accountability: Utilizing performance-driven outcome measures and consequences for failing to meet customer satisfaction and continuous improvement objectives.

As the system evolves over the next five years, continued response to the needs of customers will drive the system to meet the needs of the changing local economy. Continuous and repeated access to services by the universal customer and acquisition of needed skill development by customers, all in response to the clearly defined needs of local employers, will lead to lifelong skill development of workers and stronger local economies that are sustainable into the future.

Over the five-year period of the State plan, the realities of adequate and accurate responses to the needs of employers and workers will highlight the need for more creative partnering by the agencies involved in One-Stop delivery of service. The State Board's role will be to create an environment to support creativity that will lead to a synergistic approach to delivery of service by the One-Stop partners, and to improved efficiencies and effectiveness.

The necessary environment must include infrastructure, policies, vision, and technical assistance that support and enhance local partner and local Board decisions, ultimately leading to jobs.

The ultimate outcome of this growth in the workforce development system will be the measurable and easily discernable improvement in the quality of life for all Missourians.

I. Plan Development Process:

- A. *Describe the process for developing the State Plan (including a timeline) that ensures meaningful public comment. Include a description of the Governor's and the State Board's involvement in drafting, reviewing and commenting on the Plan. What actions did your State take to collaborate in the development of the State plan with local elected officials, local workforce boards and youth councils, the business community (including small businesses), labor organizations, educators, vocational rehabilitation agencies, and the other interested parties, such as service providers, welfare agencies, community-based organizations, transportation providers and advocates? (§§111(g), 112(b)(1), 112(b)(9).)*

The collaborative and publicly open process used to develop the State Plan has directly included all of the appropriate parties. It has involved the State Workforce Board, the Missouri Training and Employment Council (MTEC) (which also includes the necessary involvement of statewide business leaders and major employers), local elected officials, local Workforce Investment Boards (WIBs) and workforce development-related partner agencies on a State and local level. A timeline that displays the major events in this process is shown in Attachment 1.

Engaging the State Workforce Board

The workforce planning process emerged originally in Missouri from the Governor's Commission on Management and Productivity (COMAP). Governor Carnahan established COMAP in February 1994 to conduct a major review of State government and to recommend improvements. COMAP established the statewide agency mandate to incorporate strategic planning in the budget preparation and legislative appropriation process for each agency, including all those related to workforce development. This mandate led to the creation of the Show-Me results. The specific workforce-related Show-Me Results are addressed in Attachment 2. Each workforce-related State agency incorporates these results/outcomes into its budget development process.

By definition, the strategic planning process used for the Show-Me Results introduced a unique challenge to those State agencies involved in workforce-related programs. The traditionally fragmented nature of the service delivery and the operational culture of these various programs posed a problematic issue concerning the real “bottom-line” outcomes that were being attained by these programs. While Show-Me Results served as definitive outcomes for each separate workforce development agency, there was an obvious need to determine common “systemic” outcomes.

This challenge was met by engaging MTEC in establishing a steering committee to determine the common “systemic” outcome measures of each separate agency. The committee, in turn, entered into a research contract with the University of Missouri to develop the appropriate data integration process and a research methodology that could be used to analyze these outcomes. The Governor’s Outcome Measures research project developed the following common outcome measures for the workforce development system:

- How many people coming in contact with the workforce development system got a job;
- How many people coming in contact with the workforce development system got a job at a higher wage;
- How many people coming in contact with the workforce development system moved from below to above the poverty line; and
- How many people coming in contact with the workforce development system retained a job for 3, 6, 9, 12 and 24 months.

Concurrently with establishing the Show-Me Results and common outcome measures, the State

Workforce Plan was moved forward by the MTEC Strategic Planning Committee. The MTEC Strategic Planning Committee began its work in March 1998. At this time, strategic workforce planning was already in place. Although this was done primarily to move forward the concepts and integration strategies embodied in the vision of One-Stop centers, it was also done in anticipation of the passage of the Workforce Investment Act (WIA).

The Strategic Planning Committee also was responsible for creating the overall implementation plan and action steps required for WIA following its adoption in August 1998. With the creation of the implementation plan, composed of action steps, product assignments and other tasks, MTEC created business-led work groups assigned to complete them. (See Attachment 3).

MTEC members were engaged in drafting portions of the State plan and reviewing and commenting on the entire document. This process took place through both the MTEC committee structure as well as at meetings of the full Council. In addition, MTEC was utilized as an avenue to obtain public comment on the plan. All formal meetings and committee meetings were announced and public notification was posted. MTEC members and various affiliated guests at formal meetings and committee meetings have included the involvement of representatives of State labor organizations, educators, welfare agencies, community-based organizations, transportation providers, and State and local vocational rehabilitation agencies. In addition, key advocacy agencies in Missouri such as Rehabilitation Services for the Blind have been involved. Meetings also have involved the Administrative Entity (AE) Directors of former Service Delivery Areas (SDA) under the Job Training Partnership Act (JTPA), local elected officials, and Private Industry Council (PIC) members. The planning process has included youth program staff and administrators from both the State and local level, many of whom are likely to be involved in Youth Councils when they are formally established.

The draft State Workforce Plan was presented in its entirety at the February 24-25, 2000 MTEC meeting. At this meeting MTEC voted to approve the plan for submission to U.S. DOL. Although this meeting marked the first occasion at which MTEC sought public comment on the draft plan, it was only one of many meetings at which the plan's vision, goals and strategies have been presented for public comment by the State Board since the passage of WIA.

Local elected officials have been engaged in the planning vision and goals on a comprehensive basis through the implementation of One-Stop Career Centers, an orientation to WIA and through implementation processes leading up to the development of the State Plan.

The Division of Workforce Development (DWD) engaged local officials on a comprehensive, statewide basis through a WIA orientation initiative that was endorsed by MTEC. State staff coordinated the procurement of a consultant and assisted him in arranging for six major presentations of this orientation. These presentations were made in local communities in six geographic regions to which all local elected officials in each of Missouri's 114 counties were invited.

MTEC and DWD staff engaged local elected officials on a comprehensive basis a second time in the process of seeking the designation of local Workforce Investment Areas. This process is explained in Section III. B. 3. a. ii. in this plan.

Local elected officials continue to be engaged in a third major effort to provide technical assistance on the logistics of processing and certifying local WIB members. Engaging local elected officials also will be conducted on an ongoing basis as a matter of soliciting involvement, feedback and technical assistance in WIA implementation. This technical assistance will continue to be provided through the collaboration of DWD and MTEC.

Engaging Business Leaders and Employers

The role of MTEC in State Plan development and implementation has involved a wide variety of

business leaders and major employers. In addition, a major initiative to specifically engage a more diverse group of business leaders and employers was completed.

In 1999 DWD staff, in collaboration with MTEC, arranged for multiple orientation meetings to be held in communities representing major regions of the State. An overview of WIA, as well as the vision and goals of the One-Stop Career Center system, was presented. Each meeting was facilitated by staff from the Missouri Chamber of Commerce. Business leaders and major employers in each of the regions who were Missouri Chamber of Commerce members were invited to these meetings. Comments may be summarized as very positive.

In addition to this comprehensive and formal initiative, innumerable informal and impromptu presentations have been made to other business leaders and employers across the State. These have been made by DWD staff and other workforce-related partner agencies. The audience for these meetings has been primarily local Chambers of Commerce, PICs, and other interested organizations. These meetings have shared the One-Stop Career Center and WIA vision, goals and strategies, as well as information related to development of the State Plan.

Reaffirming the Vision, Goals and Strategies

Missouri is committed to the ongoing reaffirmation of our workforce development goals and strategies. To do this, the engagement of local elected officials, business leaders and employers will be a strategic objective that is ongoing over the course of the five-year plan. By duplicating the initiatives described above, as well as striving to constantly diversify the audience, this engagement process will be constantly improved and incorporated as the standard approach to doing our business of workforce development planning.

B. Include all comments received (or a summary), and demonstrate how comments were considered in the plan development process. (§112(b)(9).)

In addition to the discussion outlined in I.A. (above), the State also provided formal public comment opportunity beginning February 13, 2000, when the first draft of this plan was prepared. At that time, notices were posted in five major newspapers across the State requesting formal comment on the plan. During that same week, the draft Plan was posted on the Division of Workforce Development website with additional request for comment. The Plan was distributed to the full MTEC membership for review, as well as to the Chief Local Elected Officials, Private Industry Council Chairs and JTPA Administrative Entity Directors. State Partners were also provided copies of the plan and were asked to elicit comments from their agency constituents. (Some verbal suggestions from MTEC members and Partner agencies, as well as formal MTEC action items, were incorporated in the final draft of the Plan.)

As a result of these additional opportunities, some written comments were also received. The majority of these comments addressed the draft language describing the State's position on the "hold harmless" provision. (See attached comment letters). As this issue was of major concern, an open discussion period was held at the MTEC meeting on February 24, 2000. MTEC members were provided copies of the written comments, and heard presentations from concerned entity representatives. At the MTEC meeting on February 25, an amendment to the motion to approve the State Plan was presented. That amendment was to include a "hold-harmless" provision in the Plan. The amendment failed, and the Council approved the Plan.

II. State Vision and Goals:

- A. *What are the State's broad strategic economic and workforce development goals?***
(§§111(d)(2), 111(d)(6), 112(a), 112(b)(3).)

The economic and workforce development goal of the State of Missouri is to provide an environment which supports a market-driven workforce preparation system, developed locally, that has clear goals and provides accountability to its customers. This system will prepare its customers for lifelong skill development and develop a culture that supports continuous learning.

- B. *Provide the State's vision of how the WIA statewide workforce investment system will help the State attain these strategic goals***

The Missouri Training and Employment Council provides leadership in creating a State Plan and establishing policies that provide easy access to job and career opportunities for all job seekers and employers. Further details on the State's vision may be found in the Executive Summary (pages 3-4).

- C. *Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system.***

In addition to the DOL Performance Indicators under WIA, the State has additional measures commissioned by MTEC which track placement, retention, increase above the poverty line, and higher earnings of customers of the State's workforce development system (as discussed in Section I.A). Continuous improvement of the workforce development system by focusing on these outcomes has been the guiding principle of MTEC since Governor Carnahan's initial request. Missouri will continue to focus on these results as we implement WIA.

In order to stay focused on the strategic goals of the Council, the definitions of the data used to report those outcomes will be adjusted slightly to be in alignment with DOL's Performance Indicators. Progress toward achieving the Governor's Outcomes, however, will guide management decisions and changes in MTEC policy direction over the next five years.

To meet the needs of DOL performance indicators, the measures shown in Attachment 4 were calculated based on the methodology mapped out in Section V.A. The State will use the definitions and methodology for the fifteen performance indicators (four adult/dislocated worker/older youth and three younger youth measures) and two customer satisfaction indicators outlined in the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999 and subsequent information from U.S. DOL when received. The "Previous Year" column indicates the baseline figures for each measure. The State will use DOL's proposed methodology for calculation of JTPA data from PY 1998 to assist in developing the estimates of the local areas in establishing the first year's baseline. For reporting, the State will use the same methodology for data from the last three quarters of PY 1999 and the first quarter of PY 2000 for purposes of calculating performance measures for reporting the first WIA year. Years 1, 2, and 3 will be goals for PYs 2000, 2001, and 2002, using the last three quarters of the previous program year and the first quarter of the identified program year. These figures will be established by DWD with guidance from MTEC and will represent "stretch targets" in incremental increases above what local areas have projected. Once DOL Guidance and Policy is received, baseline data developed, and local projections received by the State, Attachment 4 will be completed for negotiation with U.S. DOL. While the use of "stretch targets" is designed to "push" local performance, as mentioned in Section V.A., the State does not wish to encourage local areas to decrease numbers served in order to

increase percentage rates.

As referenced above, the State will continue to track the Governor's Outcome measures for policy, management, analytical and research purposes, but will not include them as WIA accountability measures.

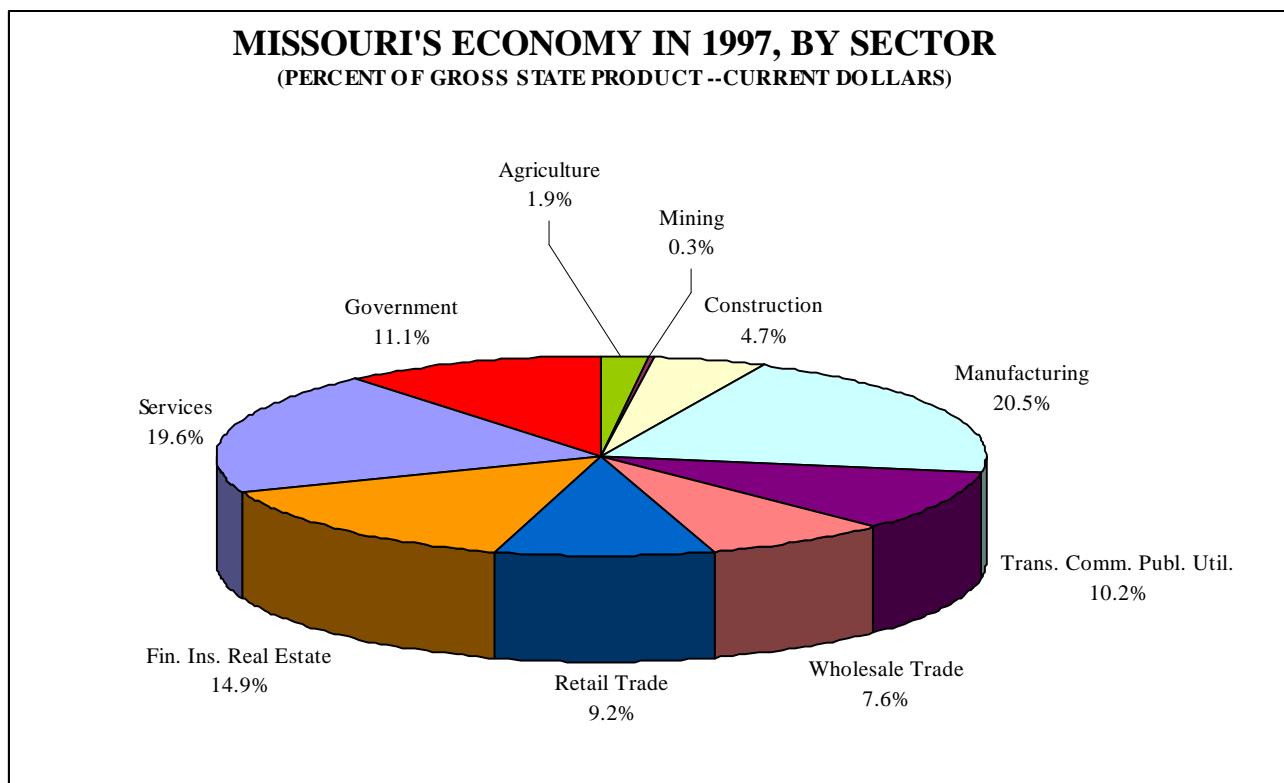
III. Assessment

A. Market Analysis

1. *Describe the key trends that are expected to shape the economic environment of the State during the next five years which industries are expected to grow? Which will contract? What are the economic development needs of the State? What data sources support the State's market analysis? (§§112(b)(4).)*

Missouri's Economy-Key Trends

From 1994 through 1998, the Missouri economy generated 216,000 non-farm jobs, pushing employment to 2,686,000 in 1998. Between 1998 and 2005, non-farm employment is expected to grow by about 260,000. During this period, employment growth will continue to be concentrated in the service-producing sector: transportation, communication and public utilities; trade; services; finance, insurance and real estate; and government. Industries that will contract include metal and coal mining and railroads.



Manufacturing remains the dominant sector of Missouri's economy. In 1997, manufacturing accounted for nearly 21 percent of the State's output in current dollars, virtually unchanged since 1994 at 21.3 percent.

Lean production processes and re-engineering that started in the 1980's have kept manufacturing strong but with steady or slowly decreasing employment.

Strong national and State economies have led to high demand for labor. An aging labor force, growing more slowly than in the past, has limited the supply of labor. These factors have reduced Missouri's jobless rate to historically low levels – 3.4 percent during the first three quarters of 1999. Unemployment is expected to remain low through the period of this plan.

Average weekly wages in Missouri have generally kept up with inflation. In 1998, the average weekly wage was \$556. By 2005, the average would reach \$628 with expected trends.

Industrial Analysis

Mining and construction together accounted for about 4.8 percent of total non-farm employment in 1998. While employment in coal and metal mining is expected to decline, general building contractors and special trade contractors will likely experience moderate growth through 2005.

Employment in manufacturing may change little on balance, with some industries growing and others losing jobs. Industries expected to grow over the period include food, machinery, electrical and electronic equipment, and miscellaneous plastics products. Industries expected to lose jobs over the period include aircraft and parts, apparel, and leather and leather products manufacturing.

Transportation, communication, and public utilities constituted about 6.2 percent of total non-farm employment in 1998. This industry sector is expected to grow about 1.1 percent annually. Employment in trucking, school bus transportation, and telecommunication is expected to grow, while railroad employment will decrease.

The portion of 1998 total employment accounted for by the trade industries was 23.5 percent; three-fourths of these jobs were in retail trade. The trade sector as a whole is expected to grow, especially eating and drinking places, food stores, and non-durable goods wholesaling. Industries expected to contract include apparel and accessory stores and hardware stores.

Finance, insurance and real estate is expected to grow 1.3 percent annually, about the average for all industries. Depository institutions and brokerage firms are expected to add the most jobs in the next five years.

In 1998, the service sector's share of total employment was 28.0 percent. Employment in the services sector is expected to experience above average growth, especially in business services (including computer programming firms and personnel supply services), health services, social services, and private educational services.

Government employment is projected to grow slowly, roughly 0.7 percent yearly between 1998 and 2005. Much of the job growth will occur in local and State government including schools and colleges. Employment in federal government is expected to decrease in the next five years.

Economic Development Needs

The economic needs of the State include finding ways to supply employers with qualified workers. Missouri is experiencing a labor shortage even though wages have been rising in most job categories. Despite strong labor demand and the existence of shortages, there are also pockets of relatively high unemployment. There can be a mismatch between labor demand and labor supply, resulting, for example, from available jobs being located in areas with an inadequate number of workers to fill them, while unemployed individuals are located in areas without much labor demand. Bringing about a better match between employers looking for workers and individuals seeking employment is a key economic development need.

Dislocation of workers resulting from industrial change or the effects of economic globalization, for example, will probably continue. Helping these workers find jobs utilizing their existing skills, attracting new employers to hire them, or retraining the individuals in skills that are in high demand will probably continue to be a key economic development need. A highly productive labor force – well-educated and possessing skills in demand – will be essential if Missouri is to prosper in the new economic environment.

Data Sources

Data sources for this analysis include information from Bureau of Economic Analysis, Missouri Economic Indicators, published by the University of Missouri's economics department, data collected by Missouri Department of Economic Development, in cooperation with U.S. Department of Labor, and national/regional analysis provided by Regional Financial Associates, Inc. Specific cooperative programs include Local Area Unemployment Statistics; Current Employment Statistics; and occupational wage and employment projections.

2. *Identify the implications of these trends in terms of overall availability of employment opportunities by occupation, and the job skills necessary in key occupations. (§112(b)(4).)*

Changes in industry employment are a determinant of the demand for specific occupations and the skills required in those occupations. Changes in technology and other factors that affect changing staffing patterns within industries are also significant. Finally, occupations in demand depend on “replacement demand” – the need to fill job openings resulting from retirements or other permanent departures from the labor force.

“The Missouri Employment Outlook – Projections to 2006 for Industries and Occupations” gives an idea of where the Missouri economy may be headed, based on past and present trends.¹ Its purpose is to delineate medium-to-long-term trends in employment by industry and occupation and offer some insight into questions regarding the future growth and decline of industries and occupations. Current wage rates also were used to help characterize jobs.

Total occupational employment in Missouri is expected to increase by more than 392,000 between 1996 and 2006. In general, jobs will be available to workers of all educational levels, but education or training will continue to be critical for success in the Missouri workplace. Growth rates are projected to be faster, on average, for occupations requiring at least an Associate’s degree than for occupations requiring less training. A number of occupations requiring less formal education or training will offer relatively large numbers of new jobs, even though growth rates may be below average. In many occupations, there will also be numerous job openings resulting from the need to replace workers who have left the labor force or have moved on to other occupations. Total openings, whether resulting from growth or replacement, may give the best representation of the demand for labor in an occupation.

The ongoing shift to more professional and technical occupations will continue, as almost a third of the total growth will occur in the professional specialty occupational group. The professional specialty group will have the most total openings annually.

Service occupations should provide the second largest number of new jobs, about 83,000. These occupations should also provide the second greatest number of annual average total openings, with many of these coming from replacement needs. The professional specialty group and the services group, which fall at opposite ends of the educational spectrum, are projected to provide slightly more than half the total job growth and about 45 percent of the total job openings.

¹ Because the projections horizon in the “Outlook” (2006) corresponds closely to the horizon of this five-year plan, the trends identified in that Outlook form the basis for this section. Recent employment developments, as well as the newly-released national industry/occupational employment projections to 2008, were also considered.

The executive, administrative, and managerial occupational group is also expected to grow faster than the average for all occupations.

The remaining groups are expected to increase, but at rates slower than the average for all occupations. This slower growth reflects technological changes that will lessen the demand for some of these occupations. Administrative support and clerical occupations are projected to have the slowest growth rate. Office automation will continue to have a major effect on many occupations in this group. The slower growth projected for production, craft and repair occupations and for operators, fabricators and laborers not only reflects the impact of technological changes but also limited growth expected in manufacturing employment. Despite the slower growth predicted for operators, fabricators and laborers, a high level of replacement openings will cause this group to post the third highest number of openings.

Attachment 5 shows the percentage change and the projected number of new jobs in each of the occupational major groups.

Attachment 6 shows the distribution of all projected job openings by Education and Training Categories. It has been included to show that occupations at all levels of education are expected to have some gain during the next several years.

Occupations with a large projected number of job openings may be considered a good indicator of training needs. Therefore, this measure forms the basis of selection of occupations in Attachment 7. Some of these occupations may actually be shrinking in terms of total employment, but because of the need to replace the large number of workers leaving the occupation, there will still be a large number of job openings each year. Two such occupations are secretaries, excluding legal and medical, and typists, including word processing.

In an effort to allow flexibility in identifying occupations for workforce development efforts, Attachment 7 was constructed so that it performs many functions. First, it shows the 100 occupations that will have the most job openings annually over the next several years. The information is sorted within the table to indicate the education and training required for entry into each of these occupations.

Additionally, occupations that are experiencing rapid rates of growth (over 25%) while adding numerous jobs are listed in boldface type. These could be new or emerging occupations that are still relatively small, but require training of additional workers to fill the projected openings. There may be a need to build the training/education effort for these occupations.

Established occupations may already be very large so that large numeric growth translates to small percentage growth. The occupations are still in the table because there will be many job openings despite small percentage growth in the number employed in the occupation.

Further selection may be based on the wages earned by workers in the occupation. Average hourly wages are listed for most of the occupations listed in the table. (The exceptions are footnoted at the bottom of the table.) Occupations with projected rapid growth and hourly wages higher than \$11.00 (about \$23,000 annually) are further identified with a “!” next to the wage.

Of the 100 occupations in Attachment 7, more than two-thirds require on-the-job training or work experience in a related occupation. A large number of these require only short-term on-the-job training, so workers could fill openings in a relatively short period of time. A significant number of growth occupations require higher degrees, i.e. Associate's, Bachelor's, or post-graduate degrees.

The training levels in the table represent the following levels of preparation:

-Work Experience in a Related Occupation-Jobs in this category require skills and experience

gained in another occupation, developed from hobbies or other activities or from service in the Armed Forces.

-Long-term On-the-Job Training-This category includes occupations that generally require more than 12 months of on-the-job training or combined work experience and formal classroom instruction before workers develop the skills needed for average job performance.

-Moderate-term On-the-Job Training-Occupations in this category generally require 1 to 12 months of combined on-the-job experience and informal training before workers develop the skills needed for average job performance.

-Short-term On-the-Job Training-Workers generally can achieve average job performance in just a few days or weeks working with and observing experienced employees and by asking questions.

The required skill levels for most of the jobs requiring less than an Associate's degree are the basic employability skills of reading, writing, and math proficiency. Additional skills that are desirable are listening, the ability to communicate, and the ability to follow directions. Detailed skills lists for each of the occupations are currently in development under the US Department of Labor Employment and Training Administration. The final version of the O*Net (Occupational Information Network) should identify those detailed occupational skills.

3. *Who are the customers of the State's workforce investment system? States may wish to identify major customer segments. (For example, the adult population might be segmented into dislocated workers, public assistance recipients, older workers, veterans, migrant and seasonal farmworkers, Native Americans, persons with disabilities, women, and minorities. The employer customer might be segmented into growth employers, large and small businesses, employers that currently use the workforce investment system and employers that do not. The youth population might be segmented into in-school and out-of-school youth.) (§§112(b)(4), 112(b)(17).)*

Customers of the workforce investment system are both the job seeker (whether unemployed or underemployed) and the employer. Local Workforce Investment Areas will determine how to segment these customer groups in order to design appropriate service strategies.

4. *Given the projected job skills needed in the State, identify for each of your customer segments their projected skill development needs. (§112(b)(4).)*

ADULT WORKERS

An initial skill assessment should be completed for adult workers seeking One-Stop intensive services, along with a comprehensive work history including volunteer or unpaid work. These items will allow office personnel to identify which skills need to be developed in the individual. Reading, writing, and basic math competency are necessary in today's workplace, so should serve as a baseline for employability. Once these skills have been judged to be adequate, additional occupational skills needs can be targeted for development.

DISLOCATED WORKERS

An initial assessment of occupational skills possessed by the worker will allow for the identification of similar occupations for which that worker may be qualified. If there are prospects for employment in similar occupations, skill development needs would be minimal. If the worker's occupation and similar occupations are truly declining occupations, these workers could need wholesale skill development, down to the basics of reading, writing, and mathematics or at least some degree of refreshment in the skills. Some career exploration may be necessary to identify occupation-specific skills the worker is lacking. Then those specific needs can be addressed.

YOUTH (19-21)

The skill development efforts for the youth (age 19-21) customers should start with a simple assessment of abilities in reading, writing, and math. If the basic proficiencies exist, development can concentrate on the additional listening, communication, and ability to follow directions skills and then move on to specific skills needed for the youth's desired occupation.

YOUTH (14-18)

The skill development efforts for the youth (age 14-18) customers should concentrate on the basic employability skills of reading, writing, and math proficiency. The development of abilities to listen, communicate, and to follow directions are also positive in building employability. Specific occupational skills development might not be appropriate, but career exploration activities should be utilized. Skill development activities of in-school youth should be closely coordinated with local education agencies to ensure that the youth's school-based basic development needs are enhanced.

Assessment of the current workforce to determine their education and occupational skill level is key to meeting the workforce needs of employers. As discussed in Section IV.B.6 of this plan, DWD and other partner agencies will work together to coordinate a single point of contact with employers for workforce development services. This single point of contact will provide valuable information about the hiring practices and training needs of local employers. Additional information will be obtained as employer contact staff will work closely with regional economic development staff on workforce specific issues.

The ability to coordinate information about the hiring and training needs of employers will allow the system to better serve this customer group. In addition, customers seeking employment and training services will be better served as they make career choices based, in part, upon this coordinated employer information.

B. State Readiness Analysis

1. Leadership

a. State Workforce Investment Board.

i. Describe the organization and structure of the State Workforce Investment Board.

Our workforce development system is led by the policy development and oversight of MTEC. MTEC was formed in August 1991 as a result of State legislation (House Bill 294 & 405, RsMo., see Attachment 8) to replace the Missouri Job Training Coordinating Council (MJTCC). MJTCC was originally formed as the State Job Training Coordinating Council required in JTPA Section 122.

On March 5, 1999, Gov. Carnahan designated MTEC as the State Workforce Board under the provisions of WIA allowing alternative entities to be named as State Boards. WIA regulations allowed MTEC to be designated to serve as the State Board because MTEC was in existence before December 1997, was established under JTPA as a State Job Training Coordinating Committee (JTPA Section 122) and includes at least two representatives of business and labor organizations.

ii. Identify the organizations or entities represented on the Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How will this alternative entity achieve the State's WIA goals?

MTEC consists of 30 members. In compliance with JTPA and Missouri law, the membership composition is as follows: nine members (30%) representing business, industry or agri-business; nine members (30%) representing State and local government agencies; nine members (30%) representing organized labor and community-based organizations; and three members (10%) representing the general public. These membership categories effectively represent the key stakeholders defined in the Workforce Investment Act. Attachment 9 lists current MTEC members. MTEC members that represent youth programs include Ron Breshears, member of local STW coalition, Patti Penny, Springfield School Board Officer, and Brenda Wrench, Urban League youth programs.

While the Governor, himself, is not a member of the State Board (MTEC), considerable involvement with the Governor, as well as with the Governor's workforce development liaison staff, regularly occurs. The Chair of MTEC regularly meets with the Governor and reports progress toward mutual workforce development goals and policies.

Likewise, there is no representation from the two houses of Missouri State Legislature, but their involvement is still apparent. The Senate has a formal role in approving the Governor's appointments to MTEC to ensure appropriate representation. The House also has a formal role in the appropriations/budget process, which ensures Workforce Investment Act partner agency budgets support the appropriate needs for Missouri citizens.

iii. Describe the process your State used to identify your State Board members.

The Governor appoints the MTEC members. As is the case with all other Missouri cabinet level advisory Boards, MTEC members require the advice and consent of the Missouri Senate. When a vacancy exists, a roster of proposed members is prepared by the workforce development liaison staff of the Governor's Office. From this list, the Governor consults various professional public and private leaders and selects appointees for his recommendation to the Senate. The Senate's approval discretion ensures strong legislative support.

Optimum policy making authority rests with each MTEC member based upon his or her representation of public or private sector interests. The public sector Board members represent the highest administrative staff levels of partner workforce development related agencies. That authority is derived from each member either being the cabinet level (gubernatorial) appointee for partner State agencies, or the department director's designee. Optimum policy-making authority exists for private sector representatives in that they hold various executive-level positions, such as Chief Executive Officers, Corporate Presidents, and chief human resource officers.

iv. Describe how the State Board will carry out its functions. How will this Board provide direction-setting leadership for the statewide system? (§§111(d), 112(b)(1).)

MTEC has developed a tradition of effective collaboration and inclusiveness in its policy development functions from its inception. MTEC continues to take a strong lead in policy development and oversight of programs from a broad range of individual partners, some of whom are engaged in quality and continuous improvement programs. DWD is involved in the ongoing implementation of a State agency-wide quality and

continuous improvement program. During the summer of 1999, the Department of Economic Development (DED) applied for the Missouri Quality Award, using a framework of quality criteria following the national Malcolm Baldrige quality principles. MTEC also recently adopted continuous improvement criteria to be used by Workforce Boards in their designation of One-Stop operators under WIA. These criteria were also based on the seven Baldrige quality principles.

MTEC is mandated to recommend a proposed statewide training and employment policy to the Governor and the General Assembly. The policy addresses public and private participation toward achieving Missouri's objective of full employment, methods to improve federal and State resources in providing job training services, and coordination of training and employment activities with other related activities.

MTEC, in its role as the State Board under WIA, studies and makes recommendations for the improvement of the State's workforce development service delivery network. Such recommendations consider use of federal and State resources and expanded coordination of State job training and employment activities. MTEC serves as a forum for public and private sector representation to encourage cooperative uses of training and employment, funding, facilities, and staff resources for a more comprehensive and coordinated statewide system.

Five full-time professional employees staff the Council. These include the Executive Director and Administrative Assistant, a Policy Coordinator, a Public Relations Specialist, and an Education Policy Coordinator.

v. ***How will the State Board coordinate and interact with the local WIBs? (§112(b)(1).)***

MTEC provides oversight and guidance to State agency partners as well as local WIBs via its role in development of the State plan and review of local plans. This oversight and guidance ensures that local areas have both the guidance and local flexibility needed to design services to meet the local workforce development needs and assist in carrying out the statewide mission of the workforce development system. MTEC also provides direction to Chief Local Elected Officials on criteria for establishing local WIBs and certifies local Boards.

vi. ***How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes? (§§111(g), 112(b)(1).)***

All notices of MTEC meetings, including MTEC Committee meetings, will be posted on the State of Missouri's Open Meetings website (<http://www.oa.state.mo.us/comofc/oanews>). These notices will include information regarding the process to be used by the disabled community to request special accommodations for those meetings. In addition, any printed information distributed by MTEC for use by the public, such as agendas, minutes, etc., can be made available in special formats, such as computer disk copies, upon request.

Current MTEC membership includes representation from a disability advocacy group. MTEC will continue to solicit input from the disabled community as a whole as decisions are made regarding Missouri's implementation of the Workforce Investment Act.

b. ***Identify the circumstances which constitute a conflict of interest for any State or local Workforce Investment Board member, including voting on any matter regarding the***

provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family.
(§§111(f), 112(b)(13), 117(g).)

As MTEC is a “Board” that is staffed by DED (DWD), the conflict of interest policy of DED governs the activity of MTEC (See Attachment 10).

Local WIB members may not vote on a matter under consideration by the local WIB regarding provision of services by such member, by an entity that such member represents (or by which the member is employed) or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local WIB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan. The Council also prohibits business sector representatives from being an employee of a public sector organization represented on the local Board, including State and local governmental agencies. These provisions should not be construed to prohibit local WIB members from training or employing WIA participants. (See Attachment 10)

c. Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local Board members based on the requirements of section 117. (§§112(b)(6), 117(b).)

Local WIB members must be individuals who are leaders in developing local policy. These members should possess qualities of hands-on, results oriented leadership, a willingness to question and improve process while thinking globally. Local Board members must be committed to the new opportunities possible in the Act and vigilant in the commitment that this will not be business as usual (See Attachment 11).

d. Allocation Formulas.

i. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to sections 128(b)(3)(B) and 133(b)(3)(B). Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout your State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.
(§§112(b)(12)(A-B), 128(b)(3)(B), 133(b)(3)(B).)

Workforce Investment Act (WIA) funds allotted for services to youth, adults, and dislocated workers are allocated in accordance with the allocation formulas contained in WIA Section 128(b) and 133(b) and Section 667.130 of the WIA Rules and Regulations.

The WIA allotments were released by the U. S. Department of Labor (U.S. DOL) through the Federal Register, Vol. 65, No. 33, February 17, 2000 for Title I Youth, Adult, and Dislocated Workers programs. The Adult Training allotment is \$13,732,983, the Youth Formula allotment is \$14,008,527; and the Dislocated Workers allotment is \$15,326,715.

Adult and Youth Formulas:

- 85% allocated by federal formula to Missouri's 14 Workforce Investment Boards,
- 15% reserved by Governor to be used for statewide workforce investment activities,

Dislocated Workers Formulas

- 60% allocated by federal formula to Missouri's 14 Workforce Investment Boards,
- 25% reserved by Governor to be used for statewide Rapid Response activities,
- 15% reserved by Governor to be used for statewide workforce investment activities,

The federal formulas used for the Disadvantaged Adult and Disadvantaged Youth funding streams are very similar. Three factors will be used to determine the allocation given to the 14 Workforce Investment Boards.

The first factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of unemployed individual in areas of substantial unemployment (ASU) in each workforce investment area, compared to the total number of unemployed individuals in areas of substantial unemployment in the State. The ASU is a contiguous area of at least 10,000 individuals with an unemployment rate of 6.5%. This is computed using the previous State Fiscal Year's unemployment data.

The second factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative excess number of unemployed individuals in each workforce investment area, compared to the total excess of unemployed individuals in the State. The Excess Unemployed means that number greater than 4.5% unemployed in either the entire workforce investment area or the ASU. This is also computed using the previous State Fiscal Year's unemployment data.

The third factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of disadvantaged adult or youth, respectively, in each workforce investment area, compared to the total number of disadvantaged adults or youth in the State. The Workforce Investment Act defines an "adult" as an individual who is not less than age 22 and not more than age 72. "Youth" is defined as an individual who is not less than age 16 and not more than age 21. This will be computed from Census data.

ii. Describe the State's allocation formula for dislocated worker funds pursuant to section 133(b)(2)(B). (§§112(b)(12)(C), 133(b)(2)(B).)

The formula prescribed by the Governor for allocating 60% of the Dislocated Worker funds is based on six factors that address the State's worker readjustment assistance needs. One of the factors will use 0% of the funds because of a lack of reliable data available. The other five will be equally weighted factors, each using 20% of the formula funding. Listed below are the factors required in the Act along with the actual data used.

1. Insured unemployment data, 20%, using number of people unemployed in each workforce investment area based on Unemployment Insurance records.
2. Unemployment concentrations, 20%, using number of people unemployed in ASU.
3. Plant closings and mass layoff data, 20%, based on prior year Mass Layoff Events Initial Claims data.
4. Declining industries data, 20%, based on four-year cumulative Declining Industries.
5. Farmer-Rancher Economic Hardship data, 0%, no reliable data available. The State has taken the position that it must use data from a reliable, verifiable source, which is regularly updated, so the formula is based on consistent data which is reasonably current and helps define a group of individuals likely to need dislocated worker services. The State looked at several sources of data related to the “Farmer-rancher economic hardship data” and decided that all the currently available data was deficient in one or more of the areas listed. The State continues to look for better sources of data for each of the factors in the formula to ensure that the resources are allocated based upon the need for services within the State.
6. Long-term unemployment data, 20%, data based on prior year long-term unemployed (number of people unemployed 15 of the last 36 weeks).

No hold-harmless calculation will be used for the initial allocation of the new Workforce Investment Act. This will allow the Workforce Investment Areas to receive the true amount of funding depending upon the needs in the area.

iii. For each funding stream, include a chart that identifies the formula allocation to each local area for the first fiscal year, describe how the individuals and entities represented on the State Board were involved in the development of factors, and describe how consultation with local boards and local elected officials occurred. (§112(b)(12)(A).)

At the onset of MTEC discussions regarding the designation of local areas, a major concern about fiscal viability became apparent. With the initial DOL interpretation of the “lack of hold harmless” provision, MTEC looked at estimates using the optional 70%/30% factors as outlined in the Act. While significant impact on local funding is an issue, the impact of those changes would be compounded using the 70%/30% option. While the need for using consistent allocation formulas (without a hold harmless provision) continued to be the State’s position, using the formula factors as they had been applied in the State also seemed appropriate.

Many opportunities for discussion around WIA funding, fiscal viability and fiscal accountability have been provided to existing JTPA Administrative Entity Directors,

Chief Local Elected Officials, and MTEC. While much concern has been expressed about the impact of not applying a hold harmless provision, it has been determined that the consistency of the existing WIA formulas will allow the State to distribute funds on an even playing field. These formulas also allow for program design and partner involvement to be built in response to the needs of the local labor markets. The State will then be able to provide for hold harmless provisions in years three and beyond, based on logical fund distribution. See Attachment 12 for Allocation Charts.

- e. *Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)*

85% of the Title I allocation is required to be allocated by formula to the local Workforce Investment Areas. These funds will be non-competitively contracted to each Workforce Investment Area designated entity as required by WIA to provide the activities as determined by the local WIB. Procurements at the local level shall initially be made in accordance with DWD Issuance 113-92, Change 8 Procurement Standards (NOTE: This document was provided under separate cover). Procurements at the local level will transition on or after July 1, 2000 to standards required by the Federal Circular applicable to the entity making the procurement.

Statewide or specific activities funded by the flexible funding pool of 10% of the Adult, Dislocated Worker, and Youth state allocations that may benefit one or all WIA Title I funding streams may be competitively or non-competitively procured in accordance with State of Missouri statute, procurement policies and procedures, and other applicable requirements of 29CFR Part 97. State statutes for competitive procurements exceeding \$25,000 require public advertising in a medium available to the general public (ie. newspapers) and that bids be solicited from prospective suppliers.

- f. *Identify the criteria to be used by local Boards in awarding grants for youth activities, including criteria used by the Governor and local Boards to identify effective and ineffective youth activities and providers. (§112(b)(18)(B).)*

Local Boards will follow criteria for awarding grants for youth activities on a competitive basis, based upon the offeror's ability to provide required youth activities and meet established performance standards and program outcomes.

Criteria to be used at both the State and local level to identify effective and ineffective service providers will include:

- Offeror's ability to deliver services to the targeted population in accordance with locally established guidelines;
- Experience in working with youth in similar programs and activities;
- Offeror's past performance record, including both programmatic and fiscal integrity;
- Offeror's understanding of and commitment to meeting goals and objectives; and
- Offeror's demonstration of understanding of and commitment to continuous improvement methods.

- g. If you did not delegate this responsibility to local Boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(vi) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§101(13), 112(b)(18)(A).)**

The State has delegated the authority to define the sixth Youth Eligibility Criterion to the Local Boards.

h. State Policies and Requirements. (§112(b)(2).)

- i. Describe major State policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan. These policies may include, but are not limited to:**

- State guidelines for the selection of One-Stop providers by local Boards;**

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for WIA as published in the Federal Register, One-Stop operators "are responsible for administering One-Stop Centers". Guidelines for selecting One-Stop operators are as follows:

(a) The Local Board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area. The types of entities that may be selected as the One-Stop operator include:

- 1) A post-secondary educational institution;
- 2) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- 3) A private, non-profit organization (including a community-based organization);
- 4) A private for-profit entity;
- 5) A government agency; and
- 6) Another interested organization or entity.

(b) The One-Stop operator is designated or certified:

- 1) Through a competitive process, or
- 2) Under an agreement between the Local Board and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d).)"

Attachment 13 of the State Plan provides more detailed guidelines on the certification/designation process and the role of the One-Stop operator.

- The State's process to work with local boards and local Chief Elected Officials to certify existing One-Stop operators;**

Measures and guidelines will be recommended for local Boards to certify One-Stop operators. Local WIBs and local chief elected officials are encouraged to add other measures. The State will be willing to assist in the certification process. The local WIBs can establish a phase-in process for establishing One-Stop operators for a designated period of time.

The minimum requirement for certification of existing One-Stop operators is the ability to establish at least one full-service comprehensive center within the

Workforce Investment Area. At each of these centers, the goal will be collocation and coordinated service delivery for all partners. However, given that limitations exist, the minimum expectation is that all of the required services will be connected through a central network and fully accessible at all times in the comprehensive center.

- ***Procedures to resolve impasse situations at the local level in developing MOUs to ensure full participation of all required partners in the One-Stop delivery system;***

Local Workforce Investment Areas have been collaborating for a number of years; however; if an impasse occurs and MOUs cannot be completed, the following procedure will be used. If an impasse occurs, the partner refusing to sign the MOU will be reported to the State level representative of that agency. The State-level representative will have the authority to override the decision of the local partner representative. Continued refusal of the agency to cooperate locally and at the State level will result in a referral of the impasse to the State One-Stop Executive Team. An impartial hearing will be conducted by the One-Stop Executive team. If the impasse is not resolved as a result of this hearing, the Council will recommend to the Governor that the local agency representative not be a member of the local WIB.

- ***Criteria by which the State will determine if local WIBs can run programs in-house;***

MTEC has established policy that no core or intensive services should be provided by local WIBs, their staff or administrative designees, nor shall they be designated or certified as a One-Stop operator after June 30, 2000. Local Elected Officials, however, shall be able to apply to MTEC for a recommendation to the Governor for a final decision for an exemption to this service prohibition, if it can be shown there are no feasible alternatives to direct service provision.

- ***Performance information that on-the-job training and customized training providers must provide;***

DWD will require local One-Stop operators to collect performance information for on-the-job training and customized training providers. That information shall be disseminated upon request. The performance information collected shall include at a minimum:

- ◆ The service provider's rate of placement of individuals into unsubsidized employment;
- ◆ The rate of retention in unsubsidized employment six months after entry into employment; and
- ◆ Earnings received in unsubsidized employment six months after entry into employment.

- ***Reallocation policies;***

JTPA Title II-A, II-B, II-C and Title III funds allocated to the SDAs that are unspent as of June 30, 2000 (based on June 30, 2000 JTPA Contract Progress Reports) will be recaptured by the State if they are not set aside for JTPA closeout

activities. Funds recaptured (after being adjusted for unspent JTPA closeout activities) will be reallocated in the same amount to the corresponding local Workforce Investment Area. These funds will be allocated appropriately as WIA Title I adult, youth or dislocated worker funds. Recaptured funds will not be reallocated to other Workforce Investment Areas based on the local formula allocation process. Funds reallocated to the WIA program shall retain their appropriate JTPA program year designation for the allowable term of availability.

WIA REALLOCATION POLICY FOR THE WIA ADULT, YOUTH, AND DISLOCATED WORKER PROGRAM FUNDS ALLOCATED TO THE LOCAL WORKFORCE INVESTMENT AREA:

- ◆ In accordance with WIA Title I Section 128 (c), 133 (c) and 20 CFR (Code of Federal Regulations) Part 667.160 (a), the Governor may choose to reallocate local Workforce Investment Area Adult, Youth, and Dislocated Worker formula allocated funds among local Workforce Investment Areas in the State.
- ◆ If the Governor chooses to recapture WIA funds from local areas for reallocation, such amounts for each program will be determined separately and in accordance with 20 CFR Part 667.160 (b), based on an obligation report for each program submitted by each local Workforce Investment Area that reports obligations on June 30th of the program year. The obligation report will additionally identify the amount of funding subject to recapture by the Governor and be signed by the local Workforce Investment Area chairperson. The timeframe for the submittal of the Obligation Reports by the local Workforce Investment Areas will be provided by the State.
“Obligations” means the amount of orders placed, contracts and subgrants awarded, goods and services received and similar transactions during a given period that will require payment by the entity during the same or future period [29 CFR Part 95.2 (t) and 29 CFR Part 97.3]. For Obligation Report form purposes, “Allocations” shall mean the WIA formula amount awarded each Local Workforce Investment Area for the Adult, Youth, or Dislocated Worker Programs; “Transfers” shall mean those allowable local Workforce Investment Area transfers between programs included in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) approved by the Governor at June 30th applicable to that Program Year funds; and “Administration Reserved” shall mean that amount as identified, included, and as approved by the Governor in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) for the Adult, Youth and Dislocated Worker Program.
- ◆ Funds recaptured from local Workforce Investment Areas from the Adult, Youth, or Dislocated Worker programs shall be reallocated to those eligible local Workforce Investment Areas as defined in 20 CFR Part 667.160 (c). The reallocation shall be made to eligible local Workforce Investment Areas in accordance with the procedure identified in WIA Title I Section 128 (c)(3) for the Youth Program and Section 133 (c)(3) for the Adult or Dislocated Worker Program.
- ◆ In accordance with 20 CFR Part 667.107 (b)(1) formula funds allocated by the State to the local Workforce Investment Areas for the WIA Title I Youth, Adult, or Dislocated Program for any Program Year are available only during that Program Year and the succeeding Program Year (not

withstanding the reallocation procedures set out herein). In accordance with 20 CFR Part 667.107 (b)(2) ALL formula funds allocated to a local Workforce Investment Area for the Adult, Youth or Dislocated Worker Program not expended by the local Workforce Investment Area at the end of the second year of availability for that Program Year source of funds shall be returned to the State to expend in the third year of availability as described in 20 CFR Part 667.107 (2)(i and ii).

- ***State policies for approving transfer authority (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;***

In accordance with WIA Title I Section 133 (b)(4) and the CFR Part 667.140 (a) and (b), a local WIB may transfer up to 20% of a program year's formula funds allocated to the local Workforce Investment Area for a Program Year between the Adult Employment and Training Program and the Dislocated Worker Employment and Training Program with the approval of the Governor. The local WIB may not transfer funds to or from formula funds allocated to a local Workforce Investment Area under WIA Title I for the Youth Activity Program [20 CFR Part 667.140 (c)].

- Transfers between the Adult and Dislocated Worker Program must be identified in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) jointly submitted for the Governor's approval in accordance with DWD planning procedures issued.
- Transfers between the Adult and Dislocated Worker Program will be required to be explained or described in the local Workforce Investment Area Plan to include the following information: 1) General purpose or reason for the transfer between Adult and Dislocated Worker program; 2) an explanation of the need for the transfer between Adult and Dislocated Worker program (example: an increase in the number of welfare recipients in the area and/or a decrease in the number of plant closings and mass layoffs); 3) narrative explanation of how the transferred funds will be used (example: increased staffing at the One-Stop in the local areas, tuition assistance for dislocated workers, etc.); 4) if Dislocated Worker funds are being transferred to the Adult program, justification that clearly demonstrates there have been no significant plant closings or mass layoffs in the area in recent months; and 5) modifications or revisions to the approved local Workforce Investment Area Plan to transfer funds between the Adult and Dislocated Worker program must include all of the information required above in 1-4. The Governor will not approve modifications or revisions to the local Workforce Investment Area Plan at the end of the Program Year to transfer funds to avoid under-obligation or under-expenditure penalties or reallocation of funds.
- Transfers between the Adult and Dislocated Worker Program are based on the local Workforce Investment Area original, reallocated, or re-allotted formula allocation for a Program Year.

- *Policies related to priority of service for recipients of public assistance and other low-income individuals under WIA, and veterans or other groups under the Wagner-Peyser Act;*

The State has directed local Workforce Investment Areas to address priority of service in their local plans. The plans must contain a description of the criteria used by the Board to determine whether funds allocated to a local area for adult employment and training services are limited, and the process by which any priority will be applied by the One-Stop operator. Priority services to veterans mandated by the Wagner-Peyser Act will continue as outlined in IV.B.9.

- *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training; and*

Local areas should examine the broad range of services available under WIA when developing strategies to meet the needs of these groups. In addition, local staff should be cognizant of services provided by other agencies, such as Division of Vocational Rehabilitation, Division of Family Services and appropriate community-based organizations, and collaborate with these partners in providing services to customers. Further information on this subject can be found in IV.B.4.

- *Policies limiting ITAs (e.g., dollar amount or duration).*

Setting limits on ITAs is the responsibility of each local area. Local Boards will set policies guiding the maximum dollar amounts, duration/expiration periods, and uses of ITAs in their respective areas. The cost, duration, and use of ITAs will be established using the most recent available information from the training provider consumer reports, the training choice made by the customer, consideration of other sources of training assistance such as Pell grants, consultation from case managers, and other assessment results as appropriate. When training has been determined as an appropriate service and funding has been obligated, the customer will be informed of the dollar amount available for their WIA ITA.

ii. Describe how consultation with local boards and local Chief Elected Officials occurred.

Consultation with Chief Elected Officials began on February 24, 1999 when the first of a series of six regional training meetings was held between staff of the Division of Job Development and Training and Chief Elected Officials. CEOs were briefed on their responsibilities and liabilities under WIA and considerable time was allowed for open discussion and staff responses to CEO questions. Staff of the Governor's office interacted directly with CEOs regarding WIA at the annual meeting of the Missouri Association of County Officials November 21 – 23, 1999. DWD staff were also present at this meeting and held several discussions with individual CEOs and groups of CEOs. DWD staff were also made available to work with CEOs in local areas that were experiencing difficulties related to designation.

Consultation with local Boards began April 7-9, 1999 when JDT sponsored a retreat with local AE staff. This session was followed up with a series of monthly meetings with AE Directors. MTEC interacted directly with PIC chairs at the MTEC meeting held in conjunction with the Governor's Workforce Development Conference October

13-15, 1999. PIC chairs attended the MTEC meeting and participated in an open discussion of workforce investment issues.

From July 27 to August 31, 1999, DWD staff assisted staff of the Missouri Chamber of Commerce in a series of training sessions for local Chambers of Commerce. Along with a general discussion of WIA, the role of the Chambers in the nomination of local WIB members was discussed.

iii. Are there any State policies or requirements that would act as an obstacle to developing a successful statewide workforce investment system?

The State has identified no existing policies which would be a barrier to implementation.

2. Services: Describe the current status of One-Stop implementation in the State, including:

a. Actions your State has taken to develop a One-Stop integrated service delivery system statewide;

The design of the new workforce development system builds on the One-Stop initiative as its core. This new system is designed to better serve the workforce development needs of job seekers and employers. The Departments of Economic Development, Labor and Industrial Relations, Social Services, Elementary and Secondary Education, and Higher Education have partnered to provide Missourians employment and training services through the One-Stop system.

This new direction began when Missouri received notification of the One-Stop grant in August 1995. The One-Stop grant converted employment and training programs into a coordinated information and service delivery system. Missouri's One-Stop system serves all Missourians - employers, job seekers, students, and workers. The system was developed through a collaborative effort between State and local partners. The development process allowed local areas the opportunity to identify local needs and implementation strategies. In addition, State partners were able to provide better service by pulling together resources.

On July 1, 1999, Missouri entered into a new direction of workforce development with the creation of the Division of Workforce Development within the Department of Economic Development. Missouri's employment and training programs were integrated into a comprehensive workforce development system. The initiative was reinforced by WIA, which places a strong emphasis on integrating employment and training services at One-Stop sites.

One-Stop implementation strategies in Missouri were designed around three key concepts:

1. A new shared approach toward governing employment and training program service delivery that emphasizes leadership, partnership, and devolution of customer service decision making to the community level;
2. One-Stop site selection and design that is based on customer needs and local capacities to integrate employee and program functions; and
3. State responsibility to promote a common technology infrastructure, service delivery capacity building, and education of customers about the improvements.

Missouri is enhancing a system of networked full-service and satellite One-Stops. The

single overarching objective of the One-Stop system has been to collocate service providers to reduce fragmentation and improve customer access to workforce development services. The 38 full-service sites at this time are predominately located in DWD offices, offices of JTPA Administrative Entities or other JTPA service providers, or at educational institutions. The 184 One-Stop satellite sites are located in a wide array of office settings because their selection was based on local access design.

When Missouri's labor market information system is completed, One-Stop sites will have access to a system that will:

- 1) enable employers to post job orders from their own computers and search applications and resumes meeting their specifications;
- 2) allow job seekers to complete an employment application from their own computer, submit their resume electronically to the talent bank, and search for job openings matching their skills and abilities; and
- 3) provide integrated access to career information (such as Missouri CHOICES), employer information, case management and other databases, and applications needed to support the One-Stop System.

Staff Development and Capacity Building

The collocation and integration process has resulted in significant cultural changes within the agencies delivering employment and training services to Missourians. The One-Stop initiative has worked to implement staff development strategies that support collaborative decision making, locally designed customer service action plans, and the deployment of best practices.

Team building training is required to meld staff from the partner agencies, all with their own culture, identity, rules, and expectations, into a cohesive work group with a customer service focus. Training must also address the need to move from focus on narrow program functions into a more global view with the integration of numerous programs.

Staff cross training of all available program opportunities is critical to effective service delivery and to ensure customers are provided the array of services they need. The Missouri Training Institute (MTI), located at the University of Missouri-Columbia, has assisted in staff development and capacity building at One-Stops, including extensive cross-training of One-Stop partner agency staff. Staff development should continue to be a priority component in the new Workforce Development System.

b. *The degree of existing collaboration for WIA Title I, the Wagner-Peyser Act, and all other required and optional partners (§§112(b)(8)(A), 121(b)(1-2), 134(c));*

Missouri has a long history of collaboration among employment and training programs, Wagner-Peyser services and the other required and optional partners under WIA. JTPA (and prior to its inception, CETA) participants have long been required to be referred for registration for Wagner-Peyser services. JTPA and CETA service providers have also depended upon Employment Security local offices as a resource for outreach and referral. In many instances, JTPA/CETA staff have been out-stationed in Employment Security local offices, and in recent years, Employment Security staff have been out-stationed in JTPA-funded career centers. Joint funding of participants enrolled in occupational skills training between JTPA and Vocational Rehabilitation or JTPA and FUTURES (JOBS) has long been common. JTPA operators have also worked closely with the Division of Family Services, the State's Temporary Assistance to Needy Families (TANF) agency, to serve Welfare-to-Work program participants. Most areas of Missouri have county Human

Resources Councils that coordinate activities and services among local agencies. JTPA and Wagner-Peyser staff regularly participate with other local social service agencies in such councils.

When Missouri began working toward the One-Stop effort, the State instituted a One-Stop Executive Team made up of the Directors of the Divisions of Job Development and Training, Employment Security, Family Services, Vocational Rehabilitation, Adult Education, and the Department of Higher Education. In addition, interagency teams were created in every SDA to coordinate and oversee local area transition. These teams were made up of local representatives of the JTPA Administrative Entity, Employment Security, Elementary and Secondary Education, Higher Education, Family Services, and private business.

Collaboration was further heightened in July 1999, when the Division of Job Development and Training and the Employment Service function of the Division of Employment Security were merged to form the Division of Workforce Development in the Department of Economic Development.

3. System Infrastructure

a. Local Workforce Investment Areas.

- i. Identify the State's designated local workforce investment areas, including those that were automatically designated and those receiving temporary designation. How do these areas compare in size and number with the Service Delivery Areas under JTPA? (§§112(b)(5).)*

A map of the designated local workforce investment areas is attached (Attachment 14). The only local area to receive an automatic temporary two-year designation was St. Louis County, while all of the others received temporary two-year designations. All of the local areas are the same as previous JTPA Service Delivery Areas with the exception of the Central Region, which is a combination of two prior Service Delivery Areas. Therefore, the total number of local areas is 14, one less than the previous number of Service Delivery Areas.

- ii. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas; geographic areas served by local and intermediate educational agencies, post-secondary educational institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5), 116(a)(1).)*

The Governor, in consultation with MTEC, designated the local Workforce Investment Areas. This process involved University-based research, analysis, careful deliberation and extensive public comment opportunities by MTEC members, partner agency staff, PICs and local elected officials. This workforce area designation research included numerous meetings and conference calls over a period of fourteen months of work by State and local staff and consultants.

Following the passage of WIA, MTEC began deliberations about area designation in October 1998. At this time MTEC charged its Executive Committee to work in collaboration with the five major State partner agency representatives with this research.

In November 1998, the Council adopted operating principles to be used in implementing this research beyond those specifically stated in WIA. Also at this meeting, the Council approved using the assistance of staff support from the University of Missouri's Office of Social and Economic Data Analysis (OSEDA). The operating principles included area designation based upon: 1) the customer—employers and job seekers; 2) consideration of existing and emerging labor market areas, regional centers of retail trade, and access to services (education, health care, transportation and technology); 3) economies of scale; 4) location of capital and infrastructure; 5) the number of areas should not be less than eight, but no more than 12; 6) where possible, efforts should be made to preserve county boundaries and established Metropolitan Statistical Areas; and 7) the final criteria should have a defensible rationale.

During the December 1998 MTEC meeting OSEDA staff presented a wide variety of socioeconomic and statistical data as well as a description of the economic and cultural geography of the State. Also at this meeting, MTEC amended operating principle number 5 to state that the number of areas designated should not exceed the existing number of fifteen areas, instead of the previously stipulated limitation of twelve.

By February 1999, MTEC was involved in reviewing the analysis of regional economic centers, labor markets, local and intermediate educational agencies, as well as post-secondary and area vocational educational institutions. On February 26, 1999, MTEC took action approving the petition criteria and the requirement that Chief Local Elected Officials desiring to be designated as part of a Workforce Investment Area must petition the Governor for such designation.

Also beginning in February 1999, a nationally recognized consultant was secured to facilitate the staff in conducting outreach, briefings and scheduling of regional meetings with Chief Local Elected Officials. These meetings invited officials from each county statewide to be involved in meetings that would provide basic training on the policy and philosophical impact of WIA and their roles in attaining designation as a local Workforce Investment Area.

In April 1999, the Governor sent the petition criteria, forms and petitioning procedures, as recommended by MTEC, to Chief Elected Officials statewide. (Attachment 15). Local petitions were reviewed and analyzed for MTEC action in May 1999. At this time all local areas were designated by MTEC motion, with the exception of the Central Region. Following extended deliberation and negotiation among local elected officials and MTEC staff, the Central Missouri regional designation was completed in early December 1999 (Attachment 16).

Information used to reach these area designation conclusions was provided by OSEDA staff. The designation process included both a deliberation of this socio-economic information and input from local elected officials about these regional boundaries.

The letter to the Governor with the Council's workforce investment area recommendations is included as Attachment 17. The maps in Attachment 17 display Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas defined by socio-economic data prepared by OSEDA staff that led MTEC to these conclusions. First, based upon input from area designation petitions by local elected officials and socio-economic data, the SDAs previously established under JTPA generally represent valid labor market regions and most are designated Workforce Investment Areas. The following Workforce Investment Areas are designated and named by their proximity in the State and remain unchanged from the prior boundaries used for Service Delivery Areas: Northwest, Northeast, Kansas City and vicinity, East

Jackson County, West Central, St. Charles County, St. Louis County, St. Louis City, Jefferson/Franklin Counties, Southwest, Ozark, South Central and Southeast regions.

The Council recommended the Central region represent the consolidation of two previous SDAs. The rationale for this consolidation involves the regional socio-economic data provided. It suggests that there are Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas centered around Columbia, Jefferson City, Lebanon/Camdenton area and Rolla to which virtually all counties within the Central Region gravitate.

The social and cultural circumstances surrounding these geographic areas have led MTEC to conclude that the convenience to the potential workforce center customers in the regions shown will contribute to their increased use of services.

Missouri citizens demonstrate social and cultural geographic behavior indicating regionalization based on the Council's conclusions. This is exhibited by regular and routine commuting to obtain work and services to these centers of employment and regional services. The Council has not discovered any data during its review of this information to link Callaway County with any region other than the Central one for the purposes of this workforce investment area designation.

iii. Describe the appeals process used by the State to hear appeals of local area designations. If any appeals were made, identify them and indicate the status of the appeal. (§§112(b)(15), 116(a)(5).)

In accordance with Section 116(a)(5) of WIA and 20 CFR 661.280, a unit of local government (or combination of units) which has requested and been denied designation as a Workforce Investment Area under WIA may appeal the denial to MTEC. Such appeals shall be in writing and signed by the chief elected official (or a majority of the chief elected officials, if the Workforce Investment Area is a combination of units of local government). Such appeals must be received by DWD, on behalf of MTEC, within 30 days of the designation of Workforce Investment Areas by the Governor. For initial designation, appeals must be received within 30 days of submittal of the State Plan. DWD will present those appeals received to MTEC. MTEC will consider the appeal within 90 days of receipt. MTEC may request that the Governor reconsider the designation if: (a) the local area meets the automatic or temporary and subsequent designation requirements, or, (b) the appeal request demonstrates that the residents of the unit of local government will be denied One-Stop workforce investment services, or (c) the unit of local government was not accorded procedural rights under the

Workforce Investment Area petition process. The appeals should be mailed or hand delivered to:

Tom Jones, Director
Division of Workforce Development
421 East. Dunklin
P.O. Box 1087
Jefferson City, Missouri 65102-1087

b. Regional Planning (§§112(b)(2), 116(c).)

i. Describe any intrastate or interstate regions and their corresponding performance measures.

MTEC adopted a mandate for regional planning among Workforce Investment Areas in June 1999. Governor Carnahan approved these recommendations. The policy provisions surrounding this requirement mandate that a regional workforce plan be prepared in two intrastate regions and one interstate region. However, performance provisions for regional planning will be developed over the first year of implementation and are not required for these regions until July 1, 2001. The intrastate regions involved in regional planning include the greater Kansas City metropolitan area, and the Southeast Missouri region, see Attachment 18. The interstate region includes St. Louis and the greater metropolitan St. Louis area in both Missouri and East St. Louis, Illinois, also shown on Attachment 18.

ii. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. (For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.)

The primary purpose for designating these regions is to induce collaboration and alignment of decision making and policy development among the communities and counties within these regions to unify economic, community and environmental goals with those for workforce development. The result should be a more meaningful workforce development plan and improved performance outcomes for all.

The approved regional planning policy requires activities as described in WIA be conducted as a part of the regional planning process. The complete details of the regional planning policy are explained in Attachment 19.

iii. For interstate regions (if applicable), describe the roles of the respective governors, SWIBs, and LWIBs.

The roles of the respective Governors, local WIBs, and State Workforce Investment Boards are not envisioned to be any different than what is prescribed in the WIA legislation, with the key to effectiveness being collaboration throughout the process. Governors Carnahan from Missouri and Ryan from Illinois have jointly required the development of a regional plan. In Missouri, the policy requires certain minimum guidelines, primarily concerning the exchange of information, and promotes local flexibility among local Workforce Board staff as to how that regional planning and collaboration is ultimately achieved. At the time of writing this plan, the Council has not finalized a policy or approved the specific process involved in regional plan

reviews. However, local plans in areas in which regional planning has been mandated by MTEC must meet the minimum planning guideline criteria regarding regional plan components in order to be approved. A policy has also not yet been finalized regarding whether one State Board can approve the respective plans in their state without concurrently gaining approval from the other State. However, local plans from areas mandated to participate in regional planning in the St. Louis area will be provided to the State of Illinois for State-level review.

c. Selection of Service Providers for Individual Training Accounts.

(§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

- i. Identify policies and procedures your State established for determining the initial eligibility of local level training providers, how performance information will be used to determine continuing eligibility (including a grievance procedure for providers denied eligibility), and the agency responsible for carrying out these activities.*

The Department of Elementary and Secondary Education has a strong historical role with helping to provide a quality workforce in Missouri. Section 122 of WIA suggests that local boards perform certain functions in the determination of eligible training providers. However, to provide a uniform, efficient statewide system, local areas have authorized DESE to administer most of the functions outlined in Section 122 of WIA in addition to activities required of the “State Agency”.

DESE will establish the procedure for declaring training provider’s initial and subsequent eligibility. DESE will also maintain the approved list of training providers for use at One-Stops, coordinate all provider applications, ensure training providers are approved to provide training in Missouri, collect and verify training provider performance and cost information, develop and implement the training provider consumer report guide, and be involved with processing ITAs.

Missouri’s policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas. Training providers applying for acceptance on the State list are required to meet specified criteria and must meet outcome levels annually to remain on the approved list. The initial and subsequent applications increase accountability and make training providers more responsive to customer needs. Initial and subsequent applications are submitted to DESE for review and approval.

Applications will be mailed to all training service providers in Missouri. A DESE Internet site (<http://k12apps.dese.state.mo.us/webapps/jtpa/jtpamenu.asp>) has been established that contains the State training provider list and consumer report information. Using an internet-based process allows program information to be added quickly and ensures all local areas have access to updated information at the same time. Missouri has developed WIA Section 122 policy that encourages providers to participate and ensures that eligible customers have access to as many training options as possible.

To be eligible initially, providers who receive federal funds under Title IV of the Higher Education Act of 1965 and entities that implement programs under the National Apprenticeship Act of 1937 must comply with the following:

- 1) Sign the application and agree to the requirements contained in the application;

- 2) Submit a catalog/brochure including a description of programs, refund policy and general cost information;
- 3) Submit a list of all programs of training offered; and
- 4) Submit cost information including tuition, associated fees, and supplies for each of the programs of training listed.

Other public or private providers of training services, local Workforce Investment Boards, and community-based organizations must comply with the following:

- 1) Have been in operation 12 months or more as a training provider in Missouri (This requirement may be appealed if no similar training is available within a 60 mile radius of the training site and the training provided is in a demand occupation as determined by the local Board. Other requirements may apply);
- 2) Submit documentation from the Department of Higher Education identifying status as exempt or certified to offer training in the State of Missouri;
- 3) Submit data for each program of training based on the total annual enrollment for the previous twelve months. Data submitted must include the number of enrollees, the number of exiters, the number of completors, the number of completors employed, and the percent of completors employed;
- 4) Provide performance information for each program of training on the percent of completors employed. A minimum level of 50% must be met to be determined eligible. This information shall be based on all completors from the program for the most recent 12 month period for which data is available;
- 5) Submit a catalog/brochure which shall include at a minimum a description of programs of training, refund policy and general cost information;
- 6) Submit a list of all programs of training offered;
- 7) Submit cost information including tuition, associated fees, and supplies for each of the programs listed; and
- 8) Sign the application form agreeing to the requirements of the application.

A training provider must make required data and performance information available annually by program of training for the previous 12 months or previous calendar year for a program to continue to remain eligible after the period of initial eligibility. Data for each program of training is based on total annual enrollment of WIA and non-WIA students and includes the numbers of enrollees, exiters, completors, exiters employed, the number of completors employed, and the percent of completors employed. In addition, minimum levels must be met for at least one of three criteria to maintain eligibility. These criteria are as follows:

- 1) completion rates of exiters;
- 2) percent of exiters employed; and
- 3) wages at placement in employment.

Data must be made available for each program of training based only on those students who received assistance using WIA funds. This data includes the numbers of enrollees, completors, completors employed, and the number of these completors employed six

months later.

In addition, required performance information for each program of training based only on those students who received assistance from WIA funds must be made available as follows:

- 1) Percent of individuals who completed the program and are placed in employment;
- 2) Retention rates in employment of individuals who have completed the applicable program, six months after the first day of employment;
- 3) Wages received by individuals who have completed the applicable program, six months after the first day of employment.

Other information collected, where appropriate, is the rate of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills of the graduates of the applicable program. Local Boards may apply additional and/or stricter requirements.

A process is available for providers of training services to appeal a denial of eligibility or termination of eligibility. The training provider must submit a written appeal. An appeal review board comprised of representatives from DWD, DESE, a representative from a local Workforce Investment Area, and a representative from the Workforce Investment Area in which the appealing training provider operates, will provide a written decision. If the board's decision fails to resolve the appeal, the training provider may request a hearing. If the hearing fails to resolve the appeal, the training provider may request a review by MTEC. MTEC's (or its designee's) decision is final.

The Governor has designated DESE as the agency responsible for carrying out these activities.

ii. Describe how the State solicited recommendations from local boards and training service providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

The State solicited recommendations from AEs/local Boards, training service providers, and members of the public, employers, and labor organizations by holding meetings to specifically elicit comments about training provider application policies and procedures. A multi-agency team was formed to develop the initial and subsequent applications, including setting minimum outcome levels for training providers to be eligible. Team members include representatives from the Division of Workforce Development, the Department of Elementary and Secondary Education, Administrative Entities, the Department of Higher Education, and the Division of Family Services.

Consultation meetings were held with AE directors, training providers and related organizations, and with MTEC to discuss the establishment of these policies and procedures. Also, six public hearings were held around the State to offer interested groups and individuals an opportunity to submit comments and recommendations about setting eligibility outcome levels that training providers must meet.

iii. How will the State maintain the provider list?

Using an internet-based system, Missouri has developed processes to revise existing information or add new training providers quickly to the State list. New training

providers are identified through participation with professional organizations, recommendations from local service providers or by customer request. DESE is responsible for maintaining the State list of approved training service providers and processes applications and requests to add new programs.

iv. *What performance information on training providers will be available at every One-Stop center?*

Performance/consumer report information that will be available at every One-Stop center will include:

WIA and non-WIA students:

Number of enrollees, exiters, completors, exiters employed, completors employed, and the percent of completors employed, completion rates of exiters, percent of exiters employed, and wages at placement in employment.

Data based on only those students who received assistance with WIA funds:

Number of enrollees, completors, number of completors employed, and the number of completors still employed six months later, the percent of individuals who completed the program and are placed in employment, retention rates in employment of individuals who have completed the applicable program six months after the first day of employment, and wages received by the individuals who have completed the applicable program six months after the first day of employment.

Other consumer report data available will include listings of training provider course(s) and cost information, catalog/brochures that contains a description of courses, classes, and refund policies.

v. *Describe the State's current capacity to provide customers access to the statewide list of eligible training providers and their performance information.*

Missouri's existing training referral system includes an individualized approach to providing training services. Education funds and training provider data are available for use on demand, creating the capacity for the State to respond to a broad array of training needs. DESE provides customers and local service providers with access to information about approved education and training assistance and program cost data. Local service providers access training funds and training provider information through reports made available by DESE. Training provider data is maintained in an individual training referral report that is available to all customers through local service providers.

vi. *Describe the process for removing providers from the list.*

Training providers may be removed from the approved training provider list for the following:

- It is determined that an eligible provider is intentionally supplying inaccurate information;
- The provider substantially violates any requirements under WIA (as determined by the local Board(s) and State agency);
- A training provider does not submit a subsequent eligibility application; or

- A training provider does not meet required performance indicators.
- d. *What is your State's current capacity to deliver high quality employment statistics information to customers -- both job seekers and employers -- of the One-Stop system? Your response should address the products that have been developed as part of America's Labor Market Information System, the Bureau of Labor Statistics Federal-State cooperative statistical programs, and other State-generated employment statistics. (§§111(d)(8), 112(b)(1), 134(d)(2)(E).)*

The Employment Statistics System is a key provision of WIA at the national, State, and local levels. A goal of the system is to produce customer-friendly, localized, current Labor Market Information (LMI) for direct use by customers and to support planning and other activities of the workforce development system.

What is referred to in WIA as Employment Statistics is essentially what was formerly called Labor Market Information. These terms will be used interchangeably in this document.

The basic Employment Statistics System in Missouri has been in place for many years, but WIA implementation, changes in the national employment statistics system, reorganization of the workforce development system in Missouri, changing technology, new classification structures, and other developments will lead to changes in that system which are described throughout this plan.

The Employment Statistics System consists of programs that produce labor market statistics, a process for using those and other data to describe and analyze labor market conditions, and a mechanism for disseminating all the information. Most of these activities are conducted by the LMI section, formerly part of DOLIR and now part of the Division of Workforce Development within the Department of Economic Development.

The LMI section brings many strengths to the labor market information process. These include a long-established system with a continuity of operations; a trained and experienced staff located in Jefferson City, St. Louis, and Kansas City; strong ties to other producers of data and related information; and availability of appropriate technology.

FUNDING AND RELATION TO NATIONAL EMPLOYMENT STATISTICS SYSTEM

Funding for operating the Employment Statistics System generally comes from the U.S. Department of Labor. The Bureau of Labor Statistics (BLS) funds most production programs, while the Employment and Training Administration (ETA) funds most of the other activities. The programs are thus part of the national Employment Statistics System and meet the requirements laid down by the federal agencies.

The BLS-funded programs constitute the Federal-State Cooperative Statistical Programs. Besides providing funding, BLS establishes technical standards, methodology, production schedules, and other program requirements; and provides training related to the programs. This is to ensure uniformity and comparability of programs across all areas of the country. These are strong programs that produce quality data.

ETA generally funds a more flexible array of activities, although core products and services are specified in the One-Stop Labor Market Information grant that represents the bulk of the general purpose LMI funds. These activities are generally those developed as part of ALMIS, a major overhaul of the national LMI system that has been underway for some time. ALMIS also aims at having a comprehensive and comparable set of information across all areas of the country.

Changes are taking place in the national Employment Statistics System as a result of WIA. A joint governance structure involving the States and the U.S. Department of Labor is planning and overseeing this system. Changes that take place in the national system will certainly impact Missouri's Employment Statistics System.

DATA, ANALYSIS, INFORMATION, AND DISSEMINATION

The raw material of LMI is data relating to the operation of the labor markets. Most of these data are produced by the LMI section, as part of the cooperative statistical programs described in more detail in Attachment 20. A variety of other data are available to the LMI section and are used as necessary to help provide useful LMI. These include Census and other data produced by the U.S. Bureau of the Census, personal income and other data produced by U.S. Bureau of Economic Analysis, and various other socioeconomic and administrative data. Data from various sources are brought together with other information and knowledge relating to conditions in the nation, State, or local area to produce analyses of various questions of interest. The goal is to produce information about labor market conditions, labor availability, job outlooks, wage rates and other information useful to business, job seekers, program planners and operators, and others. These data, analyses, and information are disseminated by various means, including publications, an LMI home page on the agency's website Missouri WORKS!, by presentations, or in response to individual inquiries, from simple to complex.

DATA PRODUCTION SYSTEM

Most of the data produced by the LMI section are employment and unemployment statistics, which provide the most basic information about labor market and socioeconomic conditions. These data are generally produced by the BLS Federal-State Cooperative Statistical Programs.

Summaries of key data and information follow. More detailed descriptions of these programs are contained in Attachment 20.

Summary of Key Employment and Unemployment Data

Labor Force Data. Labor force data (including total employment and unemployment) are produced on a current monthly basis down to the county level. These give a good overall measure of labor market conditions in an area.

Industry Employment and Related Data. Data relating to employment by industry are available from two different programs. One program (Current Employment Statistics) provides employment as well as production worker hours and earnings data, on a current monthly basis, for the State and its three largest metropolitan areas: St. Louis, Kansas City, and Springfield. Another program (ES-202) can provide extremely detailed information relating to employment and wages, by industry, down to the county level. These data are useful not only in themselves but in the role they play in other programs. Their principal limitation is the six-month lag in the availability of these data.

Summary of Occupational Information

Occupational information is of great importance in the LMI system, since this information about individual types of jobs is essential to job seekers, counselors, program planners and operators, and businesses.

The Occupational Employment Statistics (OES) program produces information relating to the number of jobs, by occupation, and the wage rates paid by those jobs in specific areas. The detailed wage data is considered very important by a wide range of customers. The

information from this program also serves as a key input to the analysis of the outlook for employment in individual occupations.

The Industry and Occupational Employment Projections program is related to the national program that is used to produce employment outlooks for the *Occupational Outlook Handbook*.

The purpose of this program is to identify trends in employment that will allow individuals or program planners to select jobs with long-term employment potential. Estimates of the number of job openings per year, by occupation, are useful in the evaluation of supply/demand conditions, especially when viewed in concert with training program completors and other information. Short-term occupational projections are being studied as well, as means of providing a closer-range occupational outlook.

DEVELOPMENT, DISSEMINATION, CAPACITY BUILDING, AND OTHER ACTIVITIES

As the new workforce system is developed, it is the plan of the LMI section to work closely with State and local agencies to develop information products and activities that meet the needs of those agencies and their customers. LMI section staff in Jefferson City and outstationed staff in St. Louis and Kansas City will be available to meet with agencies, local WIBs or other bodies to discuss existing information as well as new information needs of these bodies. It is anticipated that some standard products will be produced for all areas, based on information gathered in this process. To the extent that resources allow, customized products or activities for local areas may be made available as well. As in the past, information and activities designed to meet specific immediate needs will be produced in response to ad hoc requests, where feasible.

An important activity will be the provision of training on available LMI and related information. The existing LMI system, including the LMI section and the Missouri Occupational Information Coordinating Committee (MOICC), has provided this training in the past through an annual LMI Conference and through One-Stop LMI Training workshops held in individual SDAs. It is anticipated that these activities will be continued and enhanced.

RELATION TO OTHER PRODUCERS AND SOURCES OF INFORMATION

Job Seeker/Employer Transactions Data. A potentially rich source of current LMI can be found in the job opening and applicant data representing job seekers and employers. These data come from local workforce development offices as well as activity initiated directly by employers or job seekers through the Missouri WORKS! Internet system.

Cooperation between the LMI section and the Management Information Systems (MIS) section of DED can lead to development of a system for analyzing and disseminating meaningful current information relating to these labor market transactions.

Missouri Occupational Information Coordinating Committee (MOICC): MOICC was formed as part of a national-State system to coordinate occupational and related labor market information at the State and local level. As such, it brought together information produced by or available through other bodies, including the LMI section and educational institutions, to help evaluate supply/demand conditions and provide training information, among other functions. Although the national system will no longer exist after June 2000, it is anticipated that the MOICC will continue to exist as a viable entity and will serve a continuing vital role in producing occupational information. It is anticipated that its specialty will be career information and related activities. Continued close coordination

between the LMI section and MOICC will provide an enhanced LMI system as well as provide significant training opportunities related to the Employment Statistics system.

- e. *Describe how the work test and feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met. How is information provided to the UI agency regarding claimant registration, claimant job referrals, and the results of referrals? (§112(b)(7).)*

Our working definition of the Work Test for Unemployment Insurance claimants includes the functions of work registration; providing employment services; referral to suitable work and notice to the Unemployment Insurance System in the case of refusal of employment or other matters that affect eligibility for benefits. The results of our public labor exchange efforts in behalf of claimants are made available via computer automation to our Unemployment Insurance partners. Missouri uses a mainframe software package called America's Workforce System – Employment Service (AWS-ES) provided by contract with America's Workforce Technological Solutions, Inc. (AWTS), a contractor with the federal DOL.

Public labor exchange (Wagner-Peyser) employees in One-Stops and other assigned locations begin this process of services as early as possible following the filing of a benefit claim. This “early intervention” effort provides a general benefit to the individual for a speedy return to employment; to employers to fill vacant job openings and to the workforce development system to save Trust Fund expenditures.

- f. *Describe how the Wagner-Peyser Act staff participate (if applicable) in the conduct of the Eligibility Review Program reviews. Describe the follow-up that occurs to ensure that UI eligibility issues are resolved in accordance with section 5(b)(2) of the Wagner-Peyser Act. (§112(b)(7).)*

In Missouri, Wagner-Peyser staff do not conduct Eligibility Review Program review.

C. Assessment of Strengths and Improvement Opportunities

1. In sum, how closely aligned is your current system to your vision? Assess your current system's ability to meet the customer and economic needs identified above. What are your key strengths? What weaknesses will you need to address to move forward? Describe any opportunities or challenges to achieving your vision, including any economic development, legislative or reorganization initiatives anticipated that could impact on the performance and effectiveness of your State's workforce investment system. (§§111(d)(2), 112(a).)

The consolidation of DES's Employment Service function and JDT into the newly created Division of Workforce Development within the Department of Economic Development has brought the infrastructure for workforce development more closely into alignment with the State vision. The vision of DWD is to improve the quality of life for all Missourians by establishing a public/private partnership that will ensure all citizens are afforded an environment that supports a market driven workforce development system with clear goals and accountability. To achieve this DWD must strive for continuous improvement. We have both strengths and weaknesses in this regard. We will continue devising and implementing methods of accentuating the strengths and overcoming the weaknesses.

- Among our strengths are the experience and expertise of front-line staff. Both Merit employees of the State and employees of many local One-Stop partners have, on the average, many years of experience in the employment and training system. The commitment of these workers to the vision and goals of the Division and the State, coupled with their loyalty to the interests of the customer, is unquestioned. This experience and commitment is, and will continue to be, augmented by capacity building and personnel development efforts initiated by the Division. MTI has been used for years to provide capacity building to subcontractors of the former Division of Job Development and Training. MTI's services were initially made available to other One-Stop partners in 1994 with funding provided by DOL's Challenge grant. In addition, DWD staff will provide technical assistance, as needed, to the One-Stop system.
- A clear strength is the set of available statewide job bank tools, Missouri WORKS! and America's Workforce System, with linkages to America's Job Bank (AJB), the largest nationwide job bank/talent bank system. This Internet-based system is an innovative, interactive approach to both job seeker and business customer and involves their personal resume, access to job opportunity information, labor market information, training and educational programs. These automated, state of the art systems were developed to be utilized by both job seekers and employers over the world wide web. Job seekers can enter resumes, access jobs, refer themselves to jobs using a computer from anywhere in the world or through One-Stop Resource Areas. Employers can either enter job orders directly into the system or search for applicants registered in the data base. This Internet component reaches beyond office doors and business hours to allow for 24-hour, 7-day-a-week accessibility to many of the services and information provided by the new workforce development system.
- For over 60 years Missouri's employment and training system has been building a strong connection with the employer community. The connection manifests itself via tax, wage record, job order and labor market information systems. A statewide, strategic approach to and involvement with the business community has been built into State strategic planning efforts, to advance economic development goals and to avoid multiple, uncoordinated, burdensome contacts of businesses. Existing connections to State and local employer groups such as employer oversight committees, business councils and Chambers of Commerce are being built upon and strengthened. As a

Division within the Department of Economic Development, our connection with the Division of Business Expansion and Attraction, Division of Business Development, and Division of Community Development enhances our ability to connect with the business community. Our collaboration with State partners and business associations also allows us other avenues of access to the business community.

- Most One-Stop centers or One-Stop satellite centers are located in communities that house local offices of the workforce development system. The One-Stop delivery system can further benefit from the established workforce development agency infrastructure that includes a statewide labor exchange system, employer relations and incentive staff and experts in labor market information gathering, analyzing and dissemination that cross local labor market areas.
- DWD is developing simple and clearly understood outcome measures that are customer focused. Missourians will expect DWD and local One-Stops to be accountable for effectively serving Missourians. Performance measures must have a clear relationship to the Missouri workplace.
- The transition to the new workforce development system has included a significantly heightened interest in program performance and established an unprecedented procedure to measure system outcomes in light of the implementation of WIA. As a part of the One-Stop grant implementation plan four years ago, a Customer Focus Team was established and research conducted concerning system data analysis. The resulting project with the University of Missouri's Department of Economics successfully developed Governor's Outcome Measures for the workforce development system.

Prior to One-Stop implementation, each separate agency involved in workforce development measured program performance and outcomes separately. This condition has historically meant that separate definitions for such outcomes as job placements, placement wage rates, and job retention existed for each agency, preventing rational analysis when outcome data is viewed in the aggregate as total outcomes. The University project developed a procedure using statistical analysis computer software to aggregate the data depicting common measures.

The resulting data analysis capabilities from this effort are unprecedented among other states. Missouri is a leader in this endeavor and is the only State pursuing this particular outcome measurement approach prior to WIA. Moreover, the continued research by the University will begin to assist the State in determining best approaches to provision of services to achieve improved performance.

- The Departments of Elementary and Secondary Education and Higher Education have been active partners in the One-Stop initiative, both at the State and local level. In the past, strong emphasis has been placed on classroom and occupational training as needed to upgrade the skills of workers. However, in order to continue to meet the changing needs of the workforce development system, it is imperative that local training providers become even more flexible by offering more short-term, open entry, open exit training courses. In addition to classroom and occupational training, adult basic education services are being offered at several One-Stops. Such services will aid customers in obtaining basic skills and high school equivalence necessary for employment or postsecondary education. Vocational Rehabilitation services are also available on a co-located or itinerant basis. This provides customers with easy access and referral to the full range of services available at the local One-Stop.

Because the State has been evolving toward a One-Stop delivery system for several years, we have faced and overcome many of the weaknesses involved in the transition. To a great

extent this evolution has allowed us to set aside many turf issues among the One-Stop partners, and, in most cases, the closer working relations already established have brought about mutual professional respect among the staff of partner agencies. Weaknesses still exist, however, and efforts are planned or are underway to eliminate the effects of those weaknesses, or, in the case of weaknesses not yet recognized, have systems in place that can address the problems. Current weaknesses include:

- Presently, the bulk of the public labor exchange and the employment and training business conducted by DWD is supported by three separate information systems - the Job Training Information System (JTIS), America's Workforce System, and Missouri WORKS!. In addition, there are a number of other information systems maintained by other One-Stop partner agencies that serve similar populations. Considerable effort has been made to share data among all One-Stop partner agencies. That effort has mainly focused on sharing common demographic data elements.

DWD, working in conjunction with other State employment and training partners, has begun a project to evaluate and determine the feasibility and capability of combining the four automated systems currently used by the Division. Job Training Information System, America's Labor Market Information System (ALMIS), America's Workforce System (AWS) and Missouri WORKS! are the major labor exchange and training program systems. The combined, new system, when completed, will provide customers and staff with a common electronic intake, enrollment, case management, LMI and business management computer system, functioning as the operating system for Missouri's One-Stop. We believe that the new system, when combined with a strong job seeker database and job bank allowing both Intranet and Internet capability, will be user-friendly with greater versatility and accountability.

- As discussed in question III.B.1.d.iii, Missouri has opted not to implement the hold harmless provision allowed by DOL. After extensive study of the potential impact of implementing this provision, the State determined that not exercising this option would minimize reductions in funding to local areas. However, in order to assure that adequate funding to serve customers was available, MTEC required that areas requesting designation as Workforce Investment Areas explain in their petition how other funds will be leveraged to serve customers seeking services under WIA. Finally, MTEC limited all designations to two years in order to review the progress of local areas prior to permanent designation, particularly related to funding availability. DWD will assist local areas exploring new funding sources by providing training and technical assistance on grant writing, methods of solicitation of contributions, fee-for-service activities and other topics related to resource availability.
- The Workforce Investment Act did not require partnership with the TANF agency, but instead listed them as a "voluntary" partner. Although requiring all federally funded workforce initiatives to become One-Stop partners would have been beneficial, the involvement of the Department of Social Services (the Missouri TANF agency) was as a voluntary partner in Missouri's One-Stop grant program from its inception. The TANF agency will continue to participate in Missouri's workforce efforts under the Workforce Investment Act, without written legislative or policy requirements for them to do so. Their experience suggests that participation will also often involve conflicting federal regulations. For instance, although TANF, Welfare-to-Work and WIA all have a strong emphasis on the "work first" philosophy, there are some conflicts within these three areas regarding some work activities. For instance, some work activities do not have common definitions within TANF, WIA and WtW. In addition, there are some specific limitations on the amount of time that a TANF individual may participate in certain activities, but these same limitations do not exist within either WtW or WIA.

Finally, there are some conflicts between TANF and WtW regarding allowable expenditures, such as purchase of vehicles for participants. Strong collaboration in a One-Stop setting is one way to ensure that these differences are understood by all staff working with an individual participant, allowing for an efficient case management system designed to best serve the individual's needs and eliminating unnecessary barriers that can sometimes be caused by regulatory conflicts.

- Attempting to garner involvement of Local Elected Officials has been difficult due to the number of individuals involved. Missouri has 114 counties with three commissioners each and one metropolitan area (St. Louis) with a mayor. In addition, four suburban counties and Kansas City proper, within Jackson County, formed a consortia with the Mayor of Kansas City as the designated Chief Elected Official. Even though JTPA required commitment and accountability of those LEOs, the level of commitment outlined in WIA appears to be significantly greater. Continued communication and technical assistance will be critical to ensure a higher level of commitment. The State of Missouri has proactively solicited Local Elected Officials in implementing the Act. The State conducted numerous regional information meetings in February and March of 1999. The State presented workshops at the Missouri Association of Counties' annual meeting in November 1999. Staff met on numerous occasions with individual consortia or specific county officials where requested. The level of knowledge and commitment has increased significantly as a result of these efforts.
2. ***In moving your current system towards your vision, what are your State's priorities?***
(§§111(d)(2), 112(a).)

Priority # 1: To move toward our vision our priority must be the customer. To provide the best possible services to both the job seeking customer and the employer customer we must ensure that the front-line staff that deliver WIA services have the training and logistical support necessary to meet the customers' needs. **Priority # 2:** To move toward our vision our programs and services must be accountable. Both to ensure that we are meeting the customers' needs and that we are effective stewards of public funds, we will institute the management systems and monitoring procedures necessary to move toward our vision.

In addition to the priorities listed above, a listing of key "Principles" came with the effort to transition to a new Division of Workforce Development. The principles were created with the idea that to be responsive to Missourians' expectations for more effective government, the creation of a new Division must result in better customer service and cost efficiencies. In addition to generating savings, creation of the Division should result in tangible benefits for job seekers and employers. The new workforce development system will:

- integrate employment and training programs to provide job seekers greater access to employment opportunities, training, education and career choices;
- promote community-based design of integrated One-Stops that are flexible, simple, timely and highly responsive to job seekers and employers;
- serve both job seekers and employers equally through the One-Stops;
- provide accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- provide job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;

- provide employers a qualified workforce;
- promote strong accountability for producing customer-based results for job seekers and employers;
- be the system of choice as evidenced by expanded use by job seekers and employers; and
- provide information on current labor market trends to assist educational and training institutions in the design of their curriculums.

IV. Strategies for Improvement

A. *Leadership: How will you overcome challenges to align your current system with your vision? How will the State implement WIA's key principles of local flexibility and a strong role for local Boards and for businesses? In your discussion, you must address the following required elements:*

- 1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and Agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2), 112(b)(8)(A).)*

Establishing the Division of Workforce Development was a major milestone designed to improve collaboration at both the State and local level.

MTEC voted at its February 2000 meeting to designate the One-Stop Executive Team a special advisory committee to MTEC (See Attachment 21). The team will provide MTEC with information on the development and implementation of policies such as administrative rules, procedures, and State and federal laws that impact the State's workforce development system. The team will also provide information and guidance on resources used within the system and assist in identifying categories of local WIB representation. The team shall identify and address problems in the delivery of services through the local One-Stop system. The team will meet monthly for the purpose of continuing the integration of One-Stop services through joint State planning and providing technical assistance at regional and local levels that will result in a streamlined and efficient workforce development system. This group will also be responsible for identifying state-level barriers to coordination and proposing and implementing solutions.

As other State-level partners are identified, they will be included on the team to develop policy issues, identify resources, and provide and disseminate information. By-laws and operational procedures will be developed by the partners to guide the functions of the One-Stop Executive Team.

Aside from the local Workforce Investment Board, Memoranda of Understanding (MOU) are a primary vehicle to define and encourage local collaboration. We are requiring that local MOUs identify how partner services will be available through the One-Stop system. We are also requiring local partners to describe how individuals will be referred between partners. It is our preference as a State that these referrals are of "high value" to the client so they may get the services they need as quickly as possible. A "high value" referral would be immediate on-site access to the services of the appropriate partner. A "low value" referral would be a brochure or directions to another office.

Operational collaboration will be significantly improved through the development of an integrated case management system made available to all partners and the public via the

Internet. We will be working together to make more of our systems and data accessible between partners.

2. *Describe how the State will assist local areas in the evolution of existing local One-Stop delivery systems. Include any statewide requirements for One-Stop systems, how the State will help local areas identify areas needing improvement, how technical assistance will be provided, and the availability of state funding for One-Stop development. Be sure to address any system weaknesses identified earlier in the plan. Include any state level activities that will assist local areas in coordinating programs. (§112(b)(14).)*

More than four years of effort have gone into Missouri's transition to the existing One-Stop system. Intensive technical assistance by multi-agency teams was critical in the successful implementation of 15 unique and diverse systems. Many of the strategies used in this process, coupled with the best practices/lessons learned, will be invaluable in evolving toward a more integrated One-Stop system.

Both MTEC and One-Stop partners are dedicated to providing assistance to local workforce investment areas with WIA implementation, as well as continuous improvement of Missouri's One-Stop workforce investment system. State assistance falls into three categories: resources, technical and training. Resources include investments in those areas that support services to all customers. Technical assistance encompasses resource guides and individualized consultant services. Training focuses on providing background information and technical knowledge necessary for local areas to fully implement a local One-Stop system.

Many aspects of WIA are similar to the One-Stop grant initiative. The guiding principles of universality, customer choice, integration and performance measures are the foundations of both. The concept of a local system is greater than mere stand-alone centers. A monitoring process to review system-wide adherence to the approved local plan will be established. Standardized and targeted training will be offered statewide on new skills and system enhancement to expand staff capabilities.

A series of statewide training workshops was conducted to educate partners, businesses and communities on WIA. The feedback from these workshops will be used to structure ongoing assistance and information. Tools such as web sites, newsletters and video-teleconferences could be employed to foster the One-Stop system.

System Weaknesses -- Information Technology to Support Missouri's One-Stop System:

Missouri's One-Stop system design focuses on the needs of the customer. Initial plans were that service delivery systems would "catch up" with that design. Currently, key computer systems are holdovers from various JTPA and Employment Security systems that have been modified to temporarily support the service delivery design. These systems are not able to provide the case management and management information output to fully support the One-Stop system. Fortunately, key decisions have been made to remedy this system weakness. Missouri partnered with International Business Machine (IBM) to develop the ALMIS system for case management and a much improved employment exchange/job matching system. Missouri has committed approximately \$1,800,000 of its Welfare-to-Work, JTPA, and One-Stop Grant funds to assist with the initial costs for ALMIS so the move to this system can be accelerated.

3. How will your State build the capacity of Local Boards and youth councils to develop and manage effective programs? (§§111(d)(2), 112(b)(14).)

Missouri has a long history of providing capacity building training and technical assistance to local entities. Beginning with CETA, State staff utilized DOL-sponsored training to “train the trainer” and then would transmit the lessons learned to local service providers. In the mid-1980s Missouri contracted with the University of Missouri to create the Missouri Training Institute to provide and facilitate training efforts to benefit local service providers. In addition, State staff have created several ‘Practices and Procedures’ manuals and have held training and technical assistance sessions related to them to provide local staff with the guidelines necessary to effectively manage programs and provide services. Since 1983 Missouri has annually sponsored a Governor’s Conference on Workforce Development, using nationally recognized trainers and service providers that have outstanding programs to promote best practices among Missouri service providers.

These efforts will continue under WIA. MTI continues to be a valuable resource for training local service providers and will expand their parameters to include WIA-specific training. Local WIB liaisons will regularly attend local WIB meetings to provide technical assistance to the local Boards and youth councils. DWD staff have already availed themselves (and will continue to avail themselves) to provide “train the trainer” opportunities and will provide training and technical assistance on best practices and procedures to local Boards, youth councils and service providers. The Governor’s Conference on Workforce Development has continued to grow and as WIA goes into operation will transition to providing WIA-based workshops including training for local WIB Boards and youth councils.

4. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), 192(a).)

The Missouri Training and Employment Council (MTEC) is recommending to the Governor that he submit a waiver request to the U.S. Department of Labor, requesting authority to replace 9 WIA performance indicators with 4 Governor's Outcomes for WIA Title I and Wagner Peyser (see page 4). Specifically, the approval of this waiver would allow Missouri to utilize clear numbers rather than rates in performance standards. This would allow target setting for continuous improvement. This potential waiver request is in the preliminary stage of development and will not be presented prior to approval of the State plan for WIA. If the Governor determines this waiver to be appropriate, all applicable requirements for request will be followed.

B. Services: How will you meet the needs of each of the major customer groups identified in Section III? How will the State implement WIA's key principles of streamlined services, empowered individuals, universal access and improved youth services? In your discussion, you must address the following required elements: (§§111(d)(2), 112(b)(10), 112(b)(17)(A)(iv), 112(b)(17)(B)), 112(b)(18).)

1. Describe the types of employment and training activities that will be carried out with the adult and dislocated worker funds received by the State through the allotments under section 132. How will the State maximize customer choice in the selection of training activities? (§§112(b)(17)(A)(i), 132, 134.)

It is the policy of the State of Missouri to allow local areas maximum flexibility in the provision of services to customers. To achieve this the State will make available to the local

areas the full spectrum of core, intensive and training activities allowable under Title I of WIA. The utilization of individual employment plans, developed with the participation of the participant, and the funding of classroom skills training activities through Individual Training Accounts will assure maximum customer choice in the selection of training activities.

Missouri's WIA State 15% funds will be used as follows.

The State will set aside 5% of for State level administration of adult, dislocated worker and youth activities under WIA. The remaining 10% will be distributed for statewide activities required and allowed under State 15% activities in accordance with WIA.

All required WIA 15% activities will be funded and several allowable WIA 15% activities will also be funded by the Missouri Division of Workforce Development.

More specifically, DWD will contract with the Missouri Department of Elementary and Secondary Education (DESE) for the Eligible Training Provider approval process, including performance and cost information, and for disseminating the list of eligible training providers, performance and cost information.

WIA 15% funds will be used to fund DWD staff who will be responsible for dissemination of the eligible provider lists for youth activities, on-the-job training, and customized training.

Funds will be set aside for Incentive Grants to the local areas for regional cooperation between WIBs and local coordination of WIA activities.

Local areas in danger of not meeting performance standards will receive technical assistance from State staff funded with WIA 15% funds.

A relatively significant amount of the WIA 15% funds will be set aside for the continued establishment and operation of the One Stop System in Missouri. Priorities for funding One Stop needs include: assistive technology, marketing and informational materials, Choices, system automation-including hardware and software, One Stop MIS operating system, and finally funding for adult, youth, and dislocated workers activities at the One Stop Career Centers in the local areas.

Required funding for high concentrations of youth will be provided through the application process for the local One Stop Career Centers, DWD and DESE.

Evaluations of adult, dislocated workers and youth will be funded in consultation with local WIBs. Specifically, funds will be set aside for DWD staff to conduct follow up and continuous improvement of activities and programs. Evaluation funds will be used to partially fund the MTEC evaluation by the University of Missouri-Columbia of the performance of WIA programs and activities. The State's other Partners will provide funds to support the MTEC evaluation.

The State's Fiscal and Management Accountability System will also receive a relatively significant amount of funding for DWD staff and system automation costs for hardware and software. This is a priority for the State because of the merger of the two state agencies that administer Wagner-Peyser and WIA programs and the need for a new management information system for WIA.

Funding set aside for Capacity Building and Technical Assistance although an allowable activity is viewed by the State as critical to the success of the new WIA system and the merger of the two agencies into DWD. Specifically, capacity building and technical assistance may include the following activities: Missouri Training Institute, exemplary project development, DWD staff development, Labor Market Information TA by MOICC and DWD staff, Governor's conference, and other technical assistance staff costs.

Funds may be available for Conducting Research and Demonstrations depending on other priorities and available funding. Innovative Displaced Homemaker programs will be funded through the Missouri Women's Council.

Adult, Youth and Dislocated Worker Activities may be funded if local areas use their WIA 15% One Stop Career Center funds to serve these populations.

Missouri DWD will provide funding for Youth activities through the Missouri Department of Elementary and Secondary Education for School To Work projects and for the Missouri Youth Services and Conservation Corps which is provided through DWD to the local areas.

Finally, the cost of preparing and submitting the Annual Performance and Progress Report to the Secretary of Labor will be funded from WIA 15% funds.

The State has set no policies on minimum or maximum amount of funds that may be spent on core intensive and training services. No guidance has been issued concerning needs-related payments.

In accordance with Section 134 (d)(2) of WIA and 20 CFR 662.240, core services that will be available to assist customers of the Missouri One-Stop Workforce Investment System will include:

- Determination of whether the individuals are eligible to receive assistance under Subtitle B of Title I of WIA;
- Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop delivery system;
- Initial assessment of skill levels, aptitude, abilities, and supportive service needs;
- Job search and placement assistance and, where appropriate, career counseling;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in such labor market areas, information on job skills necessary to obtain the listed jobs, and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of program performance information and program cost information on eligible providers of training services described in WIA Section 122, eligible providers of youth activities described in WIA Section 123, providers of adult education described in Title II, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act, and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973;
- Provision of information on how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including at a minimum, child care and transportation available in the local area, and referral to such services, as appropriate;

- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for Welfare-to-Work activities authorized under Section 403 (a)(5) of the Social Security Act available in the local area, programs of financial aid assistance for training and education programs that are not funded under WIA and are available in the local area; and
- Follow-up services including counseling regarding the workplace for participants in workforce investment activities authorized under subtitle (B) of Title I of WIA who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

In accordance with Section 134 (d)(3)(C) of WIA and 20 CFR 663.200, intensive services that will be available to assist customers of the Missouri One-Stop Workforce Investment System who meet the eligibility requirements outlined in 134 (d)(3)(A) of WIA will include:

- Comprehensive and specialized assessment of the skill levels and service needs of adults and dislocated workers which may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Group counseling;
- Individual counseling and career planning;
- Case management for participants seeking training services; and
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Other intensive services such as out-of-area job search assistance, literacy activities related to basic workplace readiness, relocation assistance, internships, and work experience may be provided, based on assessment or individual employment plan.

In accordance with Section 134 (d)(4)(D) of WIA and 20 CFR 663.300, training services that will be available to assist customers of the Missouri One-Stop Workforce Investment System who meet the eligibility requirements outlined in 134 (d)(4)(A) and (B) of WIA will include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities provided in combination with services described above; and
- Customized training conducted with a commitment by an employer or group of

employers to employ an individual upon successful completion of the training.

2. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? Be sure to address how your State will coordinate Wagner-Peyser Act funds to avoid duplication of labor exchange services. (§112(b)(8)(A).)*

Common services such as resource area assistance, workshops, job development, etc., will be provided through a team approach, coordinating and integrating partner services to customers. Currently, work is being done at the local level to develop a series of matrices that show services provided by each agency and program. These matrices, when completed, will show where common services are being provided and by whom. This information will be used to streamline service delivery and eliminate duplication.

Some workforce areas will have a site manager at each One-Stop center whose responsibilities include the coordination of activities and services on a daily basis. Coordination of services to job seekers and employers will include labor exchange services provided by Wagner-Peyser staff as well as all One-Stop partners to avoid duplication of service. For example, all partners will coordinate employer contacts for job orders and job development and share information. In that way, employers will not have representatives from each of the One-Stop partners calling on them and the One-Stop partners will be able to increase the number of employers receiving services.

Wagner-Peyser funding will be utilized to provide core and intensive services for job seekers and employers in the One-Stop centers. Based on local needs, WIA funds may also be used to provide core services.

3. *Describe how the funds will be used to leverage other federal, State, local and private resources (e.g, shared One-Stop administration costs). Specify how the State will use its 10 percent funds under section 7(b) of the Wagner-Peyser Act. Describe and provide examples of how these coordinated and leveraged funds will lead to a more effective program that expands the involvement of businesses, employees and individuals. (§112(b)(10).)*

Missouri will use WIA funds to provide services through its One-Stop delivery system, leveraging other State and federal funds and expanding the system's capacity to function as the means of delivering employment and training services to job seekers and employers throughout the State. One-Stop partner agencies will absorb costs associated with the delivery of services traditionally provided through their respective systems and will share in any additional costs in accordance with the locally negotiated MOU. Thus maximum WIA resources will be made available for intensive and training services. These arrangements will be negotiated between partner agencies and local WIBs and incorporated in MOUs.

The most immediate leveraging of funds will occur through certain programmatic cost saving measures, thus making funds available that can be redirected to expand services for more effective programming. These measures may include:

- Integration of services, particularly through collocation of service delivery, will reduce resources committed for facilities and facilities maintenance;
- Cross training of staff allows for a broader knowledge base and permits “no wrong door” service delivery. Staff time can be used more efficiently for more effective service delivery;
- Integration of services will reduce administrative activity, permitting reallocation of resources for increased service delivery; and;

- Elimination of unnecessary duplication of service delivery will ensure programmatic funds are used to their maximum. Although the State has provided no specific mandates on how this is to be done at the local level, one of the goals of the One-Stop system is to provide for integrated delivery of all services as appropriate, including supportive services. Emphasis on non-duplication of services began in the State with the development of the One-Stop system and will continue through WIA. In addition, local service providers are aware of specific regulatory requirements prohibiting the duplication of supportive services mandated by programs such as WtW.

Wagner-Peyser 7(b) funds (the Governor's 10% reserve) are being allocated to enhance workforce and economic development initiatives in One-Stop centers. The following are examples of how Wagner-Peyser 7(b) funds will be used:

- For workforce and economic development initiatives, such as cutting edge technology, including infrastructure enhancements, Career Resource Areas in One-Stop centers, marketing, enhancement of self-directed services, testing and other assessment tools, support for job fairs and other outreach activities, support for Missouri Employer Committee activities, staff development, and other One-Stop initiatives;
 - To supplement employability services for special targeted populations;
 - To supplement basic Labor Market Information programs with local area planning information for One-Stop center operations;
 - For a cooperative reemployment assistance program directed toward unemployed workers recovering from substance abuse; and
 - To support labor-management committees by fostering local labor-management cooperation and coordination, by providing technical assistance to help firms and unions begin a cooperative process, and by co-sponsoring labor-management and workforce development initiatives.
- 4. *Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) will be met. How will the State ensure nondiscrimination and equal opportunity? (§112(b)(17).)***

The needs of these groups can best be met by requiring local workforce areas to perform a variety of outreach methods designed to reach the groups targeted above. For instance, community-based organizations partnering in the local One-Stop system can be a valuable tool when attempting to provide information about available services to a broad range of customers. In addition, local areas will be encouraged to actively participate in local marketing efforts. Finally, local areas will be required to provide a broad spectrum of services allowed under WIA in order to best meet the needs of these groups. Consistent with local labor market and customer needs, local areas will be able to make available all core, intensive and training services allowed under Title I of WIA. Customers who are eligible for and enrolled in intensive services will receive a comprehensive assessment of skill levels and service needs, which will be used to develop individual employment plans. This approach will allow One-Stop staff to assess the individual needs of all participants, including those from the groups listed above and individuals with multiple barriers to employment, and prescribe an appropriate mixture of training and services designed specifically to meet their individual needs.

- 5. *Describe the criteria developed by the State for local boards to use in determining that adult funds are limited and that priority of service applies. Describe the guidelines, if any, the State has established for local boards regarding priority when adult funds have been determined to be limited. (§§112(b)(17)(A)(iv), 134(d)(4)(E).)***

Local Boards will provide the State the criteria for priority of service as part of their local plan. This will allow each area the flexibility to provide for the special circumstances that occur locally. Such criteria may include the availability of other funds for providing employment and training-related services in the local area, or the needs of specific groups within the local area. Other appropriate factors may include services to long-term unemployed, a substantive reduction of the welfare rate and poverty rate in the local area and/or a substantive increase in the unemployment rate in the local area.

The availability of other funds for providing employment and training-related services may include, but is not limited to, other substantive training-related funding in the local area through One-Stop partner services such as TANF, Food Stamps, WtW, and others that are appropriate. Local areas should take into consideration the potential adjustments that may be needed in establishing criteria for priority of service as the timeframe for expenditure of federal WtW funds comes to a close.

- 6. *Describe how the needs of employers will be determined in the local areas as well as on a statewide basis. Describe how services (e.g., systems to determine general job requirements and list jobs), including Wagner-Peyser Act services, will be delivered to employers through the One-Stop system. How will the system streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)***

DWD and other partner agencies will work together to coordinate a single point of contact with employers for workforce development services. The business representative will be an employer liaison and ideally should be housed locally at a One-Stop site. The single point of contact will be key in assisting companies with a variety of training and hiring needs. Services will be provided by staff members who have experience successfully working with the business community and a keen understanding of customer service. Their close relationship to area businesses, the community, and One-Stop Centers will assist with proper job referral and placements, responsive service, and appropriate completion of job orders. In addition, they will possess a general knowledge of a wide array of business services to which they can readily refer companies.

Each One-Stop Center in the State will have the services of Wagner-Peyser staff, as well as staff supporting WIA and other related programs, available to serve employers looking for job applicants. Missouri is using the new America's Workforce System/Employment Services (AWSES) as the main service system. This has been integrated online with Missouri WORKS! for job seekers and employers. This system allows employers to post job orders from their own computers and search applications and resumes meeting their specifications. The America's Workforce System (AWS) will be made available to workforce development partners to track all employer relations efforts. This system will contain all employer contacts, data on hiring trends, and a history of job orders received. This will help eliminate duplication of employer contacts. In addition, staff will monitor the economic health of Missouri employers, looking for signs of weakness in any specific region or industry across the State. The unemployment rate, the number of job openings, and the number of job applicants for specific occupations will be monitored to ensure Missouri employers – and job seekers – are receiving the best service. We plan to provide all new employers in the State information on the State's workforce development system when they apply for an Unemployment Insurance identification number. Finally, staff will work closely with regional economic development staff on economic development issues specific to workforce development, including

information on the wide array of State tax credit programs available to employers.

The Employer Relations section at DWD houses employer-oriented programs and services, such as the Employer Services Representative Network, the State-funded employer training programs, the federal Work Opportunities and Welfare-to-Work Tax Credit Programs (WOTC/WTW) and Alien Labor Certification. Staff in these units will improve processes, reduce paperwork, and coordinate marketing efforts to streamline these programs and services and work closely together. Staff housed locally will be trained – and cross-trained – in programs, services, quality issues, and customer service.

7. *Describe the reemployment services you will provide to Worker Profiling and Reemployment Services claimants in accordance with section 3(c)(3) of the revised Wagner-Peyser Act. (§112(b)(7).)*

The Public Law 103-152 modified SSA sections 303 (a) (10) and 303 (j) mandating worker profiling made it a conformity issue for Missouri. At the same time, no funds were made available to conduct the program, rather existing funds were to be used for the ongoing program. Some start-up funding was made available to Missouri as a “first wave state” and another grant was awarded for computer hardware and software to develop the program’s communication system.

Missouri chose to use the Department of Labor’s recommended “Statistical Model” for profiling unemployment insurance (UI) claimants. For a referral to be made, the claimant must claim benefits and found eligible for payment – by the 5th week. A basic idea for the program’s success was an “early intervention” strategy, assisting the individual’s return to employment while in the UI benefit “safety net”. The individual is a dislocated worker, immediately eligible for Job Training Partnership Act (JTPA) funds and because this individual is a dislocated worker, eligible under Title I of the Workforce Investment Act (WIA) as well. Because the profiled individual is a UI claimant, the Wagner/Peyser funded staff of the Public Labor exchange assists the individual too.

One of the key pieces of the Worker Profiling and Reemployment Services program is to allow local control. The local entities decide each week how many profiled customers they can serve. They may choose the weekly workload but they cannot opt out of participating in the program entirely. For example, a company layoff may occur in a local area. With the local control option, the need to devote resources to serve the immediate reemployment and retraining needs of the laid-off x-employees for a time may be essential. Later, they will return to requesting UI profile customers when things return to normal. Another temporary benefit of this local order control option may come during a temporary uptick in absences for illness, vacations or employee professional development, for example. We expect this procedure to continue for the foreseeable future. The UI profiled individual is a good candidate for local One Stop Career Center services and remains one of several resources available to the Public Labor Exchange and WIA staff.

8. Specifically describe the Wagner-Peyser Act-funded strategies you will use to serve persons with disabilities. (Wagner-Peyser Act §8(b), WIA §112(b)(7).)

Wagner-Peyser funded staff will continue to promote and develop employment opportunities for individuals with physical or mental disabilities which, for such individuals, constitute or result in substantial barriers to employment. Counseling, job development and referral will be available to persons with disabilities as appropriate.

As local planning to provide DOL-funded services in One-Stop settings continues, providing services to persons with disabilities will be a priority. Missouri has adopted standards to ensure equal access to job seekers with disabilities. Attachment 22 outlines minimum standards for architectural and program access to One-Stop sites. The Division will continue to work with partner agencies to identify the assistive technology needs of the disabled population and collaborate to determine the availability of resources to meet these needs. This linkage helps assure that required services to the disabled remain a priority within the One-Stop System.

An American with Disabilities Act (ADA) designee has been appointed in each of the local DWD offices. These individuals have been trained to provide the latest information on ADA and EEO concerns. In addition, all information on services available has been reviewed for ADA compliance.

The Division works closely with the Division of Vocational Rehabilitation at the State and local level to assure coordination of services to disabled job seekers. In most locations, representatives of community-based organizations providing services to the disabled as well as representatives from the Division of Vocational Rehabilitation serve on the local One-Stop Interagency Team or are members of the Workforce Investment Board.

9. How will Wagner-Peyser Act funds be used to serve veterans? How will your State ensure that veterans receive priority in the One-Stop system for labor exchange services? (§112(b)(7).)

The operators of Missouri's One Stop delivery system will be responsible for assuring priority services for veterans wherever Wagner-Peyser staff are utilized to serve Missouri citizens. This includes locations without allocated Disabled Veteran Outreach Program (DVOP) and/or Local Veteran Employment Representative (LVER) staff.

Staff funded by the Wagner-Peyser Act will continue to give priority service to veterans in Missouri's One-Stop system. Veterans seeking workforce development services will be provided preference during the job search and referral processes, will be offered seated interviews anytime they visit the One-Stops, and additional care will be given to ensure that all veterans utilizing self-service functions in the resource rooms receive preferential service.

In order to ensure that veterans are being offered adequate services, Veterans Performance Standard reports will continue to be generated and distributed to One-Stops. From these reports, locations will be able to determine if additional services need to be offered to their veteran customer.

Veteran customers will be provided the full array of services available within the One-Stop system and will be empowered with customer choice. By electing a customized access to those services, they can maximize their use of the Center's tools to effectively achieve their career development goals. Access to the system will be provided universally to assure customers that there is "no wrong door". In the provision of these services, veterans' priority will be followed in accordance with 38 U.S.C., Chapters 41 and 20 C.F.R. 1001.100 et seq., and the provisions

of the DVOP and LVER grant. The DVOP and LVER program will also facilitate veteran access to all WIA employment and training programs as required by Section 112 (b)(17)(B) of WIA.

Local office procedures will be reviewed periodically to ensure local processes exist to serve veterans in self-service environments. Ongoing technical assistance will be provided to both veterans and Wagner-Peyser staff about the importance of serving veterans in a timely manner. Reports on each One-Stop activity will be reviewed periodically to ensure that veterans are receiving effective service from Wagner-Peyser staff.

10. *What role will LVER/DVOPS staff have in the One-Stop system? How will your State ensure adherence to the legislative requirements for veterans staff? How will services under this plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 322, 38 U.S.C. Chapter 41 and 20 CFR part 1001-120).*

The DVOP and LVER will perform all labor exchange functions detailed by the DVOP/LVER agreement. The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities of providing priority of service to veterans, but to assist veterans with most serious barriers to employment through intensified direct services such as case management and employer job developments.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

Local offices will be monitored to ensure that Wagner-Peyser staff are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning preference to veterans will be given to the Wagner-Peyser staff.

The agreement reached between the Director of Veterans' Employment and Training and the State will be the governing agreement for veterans services and for the One-Stop operators where funding is used to provide services to the State's veteran customers.

11. *Describe how the State will provide Wagner-Peyser Act-funded services to the agricultural community--specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to agricultural employers. How will you provide equitable services to this population in the One-Stop system? (20 CFR part 653, §112(b)(7).)*

Services available through the One-Stop system and outreach to agricultural employers will be key in meeting the federal mandate of providing equitable services to Migrant and Seasonal Farmworkers (MSFW). The first step in providing equitable services to MSFWs is identifying individuals that meet the guidelines. Individuals that meet the criteria will be identified in each local office/One-Stop site and their work applications coded appropriately, in accordance with 20 CFR 63.103. Information about services available through the workforce development system, including use of the resource areas, will be provided to these individuals. Offices will strive to provide equity of service to this population to at least the same degree that services are provided to the non-MSFW population.

In addition, the Division will utilize linkages with a variety of groups, including Rural Missouri, Inc., Migrant Farmworker Project, migrant health organizations, adult education English as Second Language (ESL) services, and other organizations as appropriate, to identify and work with both agricultural employers and MSFWs. Once agricultural employers are

identified, information about services available to them and their eligible workers will be provided. In addition, outreach specialists will contact agricultural employers to solicit job orders for openings appropriate for the MSFW population. Finally, staff will utilize local networks to provide appropriate supportive services to these individuals.

More detailed information on services to this population can be found in the State Plan for Agricultural Services (see Attachment 23).

12. *Describe how Wagner-Peyser Act funds will provide a statewide capacity for a three-tiered labor exchange service strategy that includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. Describe your State's strategies to ensure that Wagner-Peyser Act-funded services will be delivered by public merit staff employees. (§112(b)(7), §§3(a) and 5(b) of the Wagner-Peyser Act.)*

DWD will continue the expansion of its concept of a professional resource room in each of its One-Stops. Using the triage methodology utilized during the State's One-Stop grant implementation process, the Division will continue to upgrade the products available to all customers in order to enhance their ability to make effective decisions. By developing both an employer and a job seeker track of products, these resource rooms become the primary points of entry into the State's labor exchange system.

Customers entering these Centers will select the services available to them and be free to conduct their day's business in a totally self-service manner. If customers elect additional assistance, they can request assigned Wagner-Peyser staff to aid them in a facilitated interchange within the resource room or have the opportunity to be assisted in a traditional manner during a one-on-one review of their workforce development needs with trained Wagner-Peyser staff. Counseling services may be provided to those with barriers to employment.

During the recent transition of its workforce development system, Missouri continued to ensure that Division of Workforce Development employees would remain covered by the State's Merit System and that those employees would continue to deliver the public labor exchange functions under Wagner-Peyser. WIA regulations require that Wagner-Peyser services must be provided by State merit staff.

13. *Describe how your State will provide rapid response activities with funds reserved under section 133(a)(2), including how the State will use information provided through the WARN Act to determine when to provide such activities.*

a. Identify the entity responsible to provide rapid response services.

DWD is the State entity responsible for providing Rapid Response services. DWD is designated to receive Worker Adjustment and Retraining Notification (WARN) notices from companies when they are planning a closure and/or layoff. When DWD receives notification of a mass layoff or plant closing involving 50 or more employees, DWD staff are required to contact the employer within 48 hours of notification to schedule Rapid Response meetings with workers. The goal of Rapid Response is to facilitate services to the affected workers as quickly as possible.

- b. How will your State's rapid response unit's activities involve the local Boards and local Chief Elected Officials? If rapid response functions are shared between your State unit and local areas, identify the functions of each and describe how rapid response funds are allocated to local areas.*

Upon receipt of a WARN notice or notice of a plant closure or mass layoff, the State Dislocated Worker Unit (DWU) identifies the local WIB area or areas where the layoff will be affected. Each local WIB has identified designated staff who work with the DWU to contact the employer and set up the arrangements for the Rapid Response meetings. Services for the dislocated workers are made available at the nearest local One-Stop facility or, when appropriate, at the site of the layoff.

The Chief Local Elected Official will receive written notice from the DWU as soon as contact with the employer is made and Rapid Response meetings are scheduled. A member of DED's Regional Community Development staff also makes contact with the Local Elected Official to work with them on local community concerns involving the layoff.

The State DWU will respond directly to a layoff or closure notification affecting fifty (50) or more workers. If the layoff or closure involves less than 50 workers, the DWU notifies the local WIB Rapid Response contact to provide appropriate services. The local WIB Rapid Response contact works through the local One-Stop to provide Rapid Response services to the employers and affected workers.

State level WIA 25% Rapid Response funds will be used to fund the State DWD Dislocated Worker Unit staff for all dislocations of 50 or more workers.

Local area Rapid Response staff will be funded with WIA 25% funds to provide Rapid Response for dislocations of 10 to 49 workers.

WIA 25% funds will be used to contract with the Department of Economic Development to provide layoff aversion information and linkages to community and economic development assistance.

State level rapid response funds will fund an emergency informational hotline for dislocated workers. Dislocated workers will be able to receive informational materials which will help them become re-employed. They will also be referred to the nearest local One Stop for services.

The Missouri AFL-CIO will receive funds to provide Worker Transition Team assistance to dislocated workers.

As required, WIA 25% funds will be set aside to provide information about TAA/NAFTA, One Stop services, and unemployment insurance benefits.

A significant portion of the WIA 25% funds will be set aside through DWD or DESE for emergency assistance to help dislocated workers from a particular layoff or closing. These funds will be distributed to the local areas based upon the relative need for assistance to dislocated workers within the area and when it is apparent the local area does not have sufficient resources.

Other allowable WIA 25% activities not mentioned specifically may be funded as needed but for the most part will be provided by DWD or Dislocated Worker Unit staff funded with WIA rapid response funds.

DWD coordinates the rapid response activities with many State and local agencies and

organizations, including labor unions (where applicable), community leaders, non-profit service providers, the State Departments of Economic Development, Labor and Industrial Relations, Social Services, and the local dislocated worker contracting agencies. These entities work together to assist the workers by providing immediate on-site services and information about reemployment assistance and other supportive services.

- c. *Describe the assistance available to employers and dislocated workers, particularly how your State determines what assistance is required based on the type of lay-off, and the early intervention strategies to ensure that dislocated workers who need intensive or training services (including those individuals with multiple barriers to employment and training) are identified as early as possible. (§112(b)(17)(A)(ii).)*

When DWD receives notification of a mass layoff or plant closing involving fifty or more employees, the DWU will contact the employer, the employees, and the affected union within forty-eight hours of notification. This “rapid” contact with the employer allows for adequate planning time to develop training programs relevant to the needs of affected workers. When making this initial contact with the employer, the DWU verifies the information in the WARN notification and discusses alternatives that may prevent the layoff or closure.

A DED staff person serves on the Rapid Response team and works to avert layoffs and closings by identifying and developing prospective companies or individuals that would either purchase the ailing business or prevent the layoff by reemploying the workers in a different business. If the layoff or closure cannot be averted, then the staff person works with the local community to coordinate local and State resources to assist the community in its efforts to develop a business to replace the company which relocated or closed.

If the layoff or closure cannot be prevented, the DWU staff will explain Rapid Response services and schedule a meeting with company and union officials. The DWU will ask the company, union, and community leaders about any assistance they may be planning to provide the workers. DWU staff may suggest activities the company and community can provide to assist affected workers and share “best practices” of programs or actions developed by other local governments that have dealt with layoffs and/or closures.

After the initial Rapid Response meeting is scheduled, DWU staff will notify DES and the other Rapid Response team members. DWD works with the local WIBs, the Department of Economic Development, the Missouri AFL-CIO, and the Department of Elementary and Secondary Education to provide coordinated services to Missouri's dislocated workers.

DES assists at all Rapid Response worker meetings and coordinates the Unemployment Insurance program to assist laid-off workers. DWD contracts with DESE to provide education, retraining assistance and tuition reimbursement to eligible workers. Education funds are available for use on demand, creating the capacity for the State to respond to workers' retraining needs. Local WIBs access these funds through the Division's contract with DESE. DED's Existing Business Development section, through its regional offices, provides economic development assistance and information to communities affected by a plant closing or layoff.

After meeting with the company officials and/or unions, the Rapid Response team schedules a meeting with affected workers to explain available benefits and services and to encourage their enrollment in the local programs. Services may be immediately accessed through the designated local One-Stop operator who becomes the primary point of contact and coordinator of service delivery for each affected worker. Every effort is made to encourage the employer to allow on-site services for the affected workers prior to the layoff date.

Level of service needed by individuals who have been laid off are determined through the following means: customer surveys at Rapid Response meetings, the development of the individual readjustment plan (IRP), customer focus groups, and feedback from transition team members.

At the initial Rapid Response meetings the laid-off workers are surveyed to determine immediate reemployment and/or training needs. The surveys are reviewed to identify any barriers present that may affect their reemployment. Immediately after the Rapid Response meetings, local WIB staff will begin to develop the IRP. The IRP is updated regularly to reflect customer feedback regarding needs and experiences which may result in a change in the level of services needed.

As previously discussed, DWD contracts with a labor liaison to assist with Rapid Response meetings when union workers are affected by a closure or layoff. The labor liaison serves as a facilitator between organized labor and the State DWU. When appropriate, the labor liaison will establish a transition team. The transition team consists of a group of volunteer dislocated workers who are trained as a referral source for affected workers to assist them with problems and barriers that may arise during their participation in reemployment services. The labor liaison, upon request, will provide seminars on stress management.

The State labor liaison conducts focus groups each quarter to determine critical issues important to dislocated workers with special attention to determining reasons why workers may not attend Rapid Response meetings and why workers may decide not to enroll into the State's Dislocated Worker Program.

The State DWU follows up to ensure that appropriate services are being provided in a timely and effective manner by maintaining regular contact with local WIB representatives, reviewing JTIS reports, and initiating additional company, union, and worker contacts. Worker interest or eligibility issues identified during initial meetings with the employer or union will be resolved prior to meeting with affected workers, ensuring timely and effective delivery of services. Paying attention to details, giving the employer options, and focusing on the expectations of the employer and the affected workers helps to create confidence in Missouri's programs to assist dislocated workers.

- 14. *Describe your State's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Describe how coordination with Job Corps, youth opportunity grants, and other youth programs will occur. (§112(b)(18).)***

The State of Missouri will provide comprehensive services to youth by developing broad goals and policies at the state level that can be customized at the local level by WIB Youth Councils comprised of local youth advocates, business and industry partners, and representatives of organizations that have experience with respect to youth activities. These local Youth Councils will create a comprehensive delivery system to meet the career development needs of the local youth population.

The State will provide eligible youth:

1. Effective and comprehensive services for achievement in academic and employment success through a variety of options for educational improvement, skill competencies, and connections to employers;
2. On-going mentoring opportunities with adults committed to providing such

- opportunities;
3. Opportunities for training;
 4. Continued supportive services;
 5. Incentives for recognition and achievement;
 6. Opportunities for activities related to leadership, development, decision making, citizenship and community service.

Program design for eligible youth will provide an objective assessment of academic and skill levels; service needs with an assessment that will review basic skills, occupational skills, prior work experience, employability interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of each youth. A new assessment of a youth is not required if the provider carrying out such a program determines it is appropriate to use a recent assessment of the youth conducted by another education or training program.

Service strategies will be developed for each youth that identify an employment goal, appropriate achievement objectives and appropriate services for the youth based upon the assessment conducted.

Services to the disabled youth population will be coordinated with local special education programs, Division of Vocational Rehabilitation and other community-based rehabilitation agencies.

Local areas will provide services for the preparation for post-secondary education opportunities when appropriate, strong linkages between academic and occupational learning, preparation for unsubsidized employment opportunities, and connections to intermediaries with strong links to the job market, local and regional employers.

Youth will be provided information about appropriate activities through the local One-Stop system. Together staff and youth will design an individual program that will ensure success in education, training, and employment opportunities.

One of the primary goals of the State's youth services plan is to increase and improve the integration of services to special populations. The State will provide the operational framework and provide adequate resources to improve the provision of quality youth programs, services, and activities within the State. Missouri's Youth services delivery system will:

- Provide support services to assist special population individuals to succeed in their career development;
- Increase and improve the integration of academic and occupational education;
- Expand and improve the overall delivery of services;
- Improve the alignment of youth with the local labor market, increase the involvement of business, and improve the career guidance and placement services.

The State will utilize the Youth Opportunity Grants initiatives to provide resources to empowerment zones, enterprise communities, and other high-poverty areas and to increase employment and school completion rates for eligible youth. Local boards will be the recipients of these grants, thus providing a strong linkage between these targeted investments and the formula youth program. Funds provided through these grants will provide leadership development activities, community service, intensive placement services, follow-up activities, and other services as required under the formula program.

Local areas will coordinate with staff from Job Corps Centers or DWD staff contracted to provide Job Corps outreach, assessment and placement services, as well as with staff

providing Youth Opportunity Grant services. Local areas will also coordinate with any other entity providing services to youth through the local WIB's Youth Council, local Boards, foster care, education, and welfare by sharing documentation for eligibility determination, assessment, or case management notes on youth that each agency or partner contacts for services for training and employment.

15. Describe how your State will, in general, meet the Act's provisions regarding youth program design, in particular:

- *preparation for postsecondary educational opportunities;*
- *strong linkages between academic and occupational learning;*
- *preparation for unsubsidized employment opportunities;*
- *effective linkages with intermediaries with strong employer connections;*
- *alternative secondary school services;*
- *summer employment opportunities;*
- *paid and unpaid work experiences;*
- *occupational skill training;*
- *leadership development opportunities;*
- *comprehensive guidance and counseling;*
- *supportive services; and*
- *follow-up services. (§§112(b)(18), 129(c).)*

The State of Missouri's Youth Plan has been developed through a cooperative effort involving education, business, industry, and state agencies. These groups share a vision of creating a Workforce Development System that will link youth with educational opportunities and the world of work. The basic tenets of Missouri's developing Youth Workforce Development System are:

- In keeping with WIA's design for local control and design, Regional and Local partnerships will coordinate and implement youth initiatives at the local level, with guidance from the state-level governance structure,
- Business, industry, and labor consider Missouri's secondary, vocational, and higher education system as a vital part of the State's workforce development, and economic success,
- There is a statewide, multi-level commitment of interagency collaboration to bring together the resources needed to effectively and efficiently establish a comprehensive youth employment and training system,
- Youth should be given complete information about educational opportunities and career choices to enable them to make wise education and training decisions to acquire the skills and competencies needed in tomorrow's workplace, and
- Foster the premise that belief must precede behavior, so that disadvantaged youth who do

not believe that they can get a high paying job will see the relationship between success in the classroom and success at work, thereby raising the individual youth's aspiration and motivation to excel in their career development.

The State of Missouri through the implementation of various youth development initiatives will provide the youth participant with access to engaging learning environments, leadership development opportunities, personal challenges, nurturing mentors, sustained supports, consistent structure, and incentives that promote achievement. Through these types of services, youth will develop resiliency, and self-efficacy; gain teamwork, problemsolving, and communication skills; and build personal and professional networks and support systems. Once equipped with these skills, attributes, and tools, as well as recognition of the importance of lifelong learning, young people will be better prepared to navigate an increasingly challenging labor market, build a career, and achieve progressively higher earnings.

Through the utilization of existing programs and the creation of new, well-coordinated system elements, a true partnership at the state, regional, and local level between the Workforce Development System and educational providers will be developed to provide youth with the foundation necessary to enter post-secondary educational programs. Youth in need will receive extensive attention to improving basic education skills including reading, math, writing, analytical, computer, and communication skills, to help prepare them for post-secondary education.

Missouri's youth services will be designed to serve as a catalyst for integrating school-based and work-based learning, integrating academic and vocational education, and establishing linkages between secondary and postsecondary education. Effective initiatives will prepare youth for the workforce, connect successfully to employers, make appropriate use of training, and provide workplace exposure, work experiences, and education to consistently emphasize the connection between learning and work.

Executive Order 95-11, issued in 1995, created an environment in which statewide priorities such as education reform, economic development, and workforce development could be effectively aligned. It charges the directors of state agencies providing or supporting education and job training, including the Departments of Economic Development, Labor and Industrial Relations, Elementary and Secondary Education, Social Services, and Higher Education to work together as an interagency team to develop a statewide workforce development plan based on recommendations of the Missouri Employment and Training Council (MTEC). With this "top down" support, effective alignment of statewide priorities can be achieved to improve the structure of vocational education programs with the labor market, and increase the involvement of private sector and community representatives.

Missouri will develop and promote effective linkages with the employer community to assist local service providers in placing youth in subsidized and unsubsidized employment. The state, regional and local framework of partnerships will aid in assuring that employers and other interested parties remain involved in this process. Employer participation will include the flexibility to allow the employer to determine how they can best contribute to the design and delivery of services in addition to their role of providing work opportunities. By emphasizing community level planning and oversight the employers will develop ownership in the system. Local employers, including those not directly represented on the WIB, will be encouraged to provide input to the partnerships about the specific labor needs of their organizations.

Missouri's youth workforce development system will generate paid and unpaid work experiences by establishing guidelines for the local programs to ensure that they incorporate the key elements necessary for a successful statewide system. These requirements will include those required in WIA, as well as that determined necessary at the state level, and those needed

for regular evaluation at the local level.

All youth participants will be evaluated for their “job readiness” prior to placement at any work site, subsidized or unsubsidized. Recruitment of work sites will be designed to secure an environment which will contribute to the development of knowledge, skills, and attitudes, which are essential to proficiency in an occupation or career field related to individual career objectives.

The following types of work experiences may be offered based on local program needs; internships, job shadowing, work-based learning, entrepreneurship, supported work, volunteering, and community service.

For those youth not placed into employment upon completion of their planned activities, local service providers will maintain linkages with other agencies that may have information about available job opportunities in the service area. Local staff will make referrals to other appropriate employment and training agencies, and will maintain frequent contact with employers in order to identify job openings and promote the hiring of youth participants.

Through Missouri’s Adult Basic Education (ABE) programs, youth are able to obtain a GED through classes provided at the local level. Missouri’s ABE program is administered at the state level by the Department of Elementary and Secondary Education, which is an active partner in the Workforce Development System. Current ABE enrollment data indicates that the out-of-school youth population is growing at a rapid rate. ABE programs at the state and local level will, therefore, increase their linkages with business and post-secondary institutions to maximize resources and to provide opportunities for the transition of youth to jobs and/or higher education.

Missouri’s Job Corps program also provides alternative secondary school services to assist youth by providing a range of services in a residential setting at the Job Corps Center. In addition to the residential opportunities, eligible youth may come to a center daily for education and training services. Services include basic education, GED attainment, vocational skills training, counseling, leadership training, health care, and related supportive services.

The key to the summer youth opportunities program will be local flexibility. Local flexibility is imperative to address the particular workforce and economic needs of each local labor market area. The local design will be based on guidance from the Youth Council to the WIB, and state and local guidelines required by the Workforce Investment Act. Local areas will be encouraged to contract with service providers who have demonstrated proficiency and success in the past and used as benchmarks of best practices for future service providers. Summer youth activities will be designed to provide opportunities to develop linkages between academic and occupational learning, such as project based learning, and may provide other elements as appropriate to serve the needs and goals of the individual participant.

Follow-up services for at least 12 months are required in the Act upon completion of the summer program activities. An assigned counselor or case manager will provide follow-up services. The educational institution attended by the in-school youth will be encouraged to be part of the follow-up process. The local program operator will follow up youths at risk, and for those not attending school.

Occupational skills training opportunities will be designed to offer training relevant to local labor market needs so that participants learn occupational skills that are in demand in their local communities. The Job Corps program offers occupational skills training through a unique approach of competency-based, individualized instruction. Participants who complete occupational training may receive a Certificate of Proficiency, an Associates Degree, or in some centers a Bachelors Degree.

Local partnerships, working in conjunction with employers, will be encouraged to explore the establishment of new Bureau of Apprenticeship and Training (BAT) approved apprenticeship opportunities within their areas that will promote high-quality, occupational skills training opportunities. There are currently more than 900 occupations that have been recognized by BAT as occupations, which may be approved.

Leadership development opportunities will be inherent in local program services. Effective local initiatives will structure programs to provide youth with leadership experiences at the workplace and in other program activities. Leadership activities shall be structured to compliment program activities and to contribute to the kinds of outcomes identified in program goals.

Leadership activities to be developed may include the following:

- Exposure to postsecondary educational opportunities,
- Community and service learning projects,
- Peer mentoring and tutoring,
- Organizational and team leadership training,
- Citizenship training,
- Training in decision making.

Through Missouri's youth workforce system, comprehensive guidance and counseling services will benefit individual youth participants by addressing career, personal, and educational needs. The developmental and sequential counseling activities will be designed to assist students to acquire knowledge and skills in career planning, knowledge of self and others, and educational and vocational development. Local, state, and national career and labor market information will be used to facilitate the youth's career planning process. Local youth providers will be encouraged to network with business, labor, and postsecondary institutions to better assist youth with their educational and career planning. Collaboration with the One-Stop system and Job Corps will create another resource for local service providers.

Supportive services will be provided to youth participants to promote positive attitudes towards education and career development activities, and to ensure that they are able to complete their individual career plan. These services may include; transportation, child care, housing, medical care, uniforms, tools, and equipment. Post employment supportive services may also be delivered to youth to ensure their success on the job. Local program operators will be encouraged to develop a network of existing supportive services to support the youth participant however possible. These may include; clothing, temporary shelter, child-care, family planning services, legal assistance, emergency food, and emergency heating and cooling assistance.

All youth participants will receive follow-up services. Follow-up services will be provided to ensure job retention, employment stability, and upward mobility. At a minimum, follow-up services will be conducted for 12 months, with some youth receiving additional services as appropriate to the needs of the individual youth. The types of services provided and the duration of services will be determined based on the needs of the individual youth. Follow-up services for youth may include; supportive services, employer services, further career and/or educational development, peer-support, mentoring activities, and progress tracking.

In areas where large populations of eligible youth reside, the following strategies may be employed:

- Funding research will be conducted to ensure all community resources are used, including local and regional business and education institutions;
- Youth Council members, youth, parents, and service agencies may undertake community youth mapping, a process to determine the needs and services available in an area. This process is used to plan specific services, develop policies, and design services to meet any gaps identified..

Local areas will develop their own strategies for service when there are large numbers of eligible youth. Each area is unique and will have different resources, labor market needs, skill level and needs to offer employers. The State will be available for technical assistance and support when local areas do not have the capacity to provide their own training.

C. *System Infrastructure: How will the State enhance the systems necessary to operate and manage your workforce investment system? (§§111(d)(2), 112(b)(1), 12(b)(8)(B).) In your discussion, you must address the following required elements:*

1. *How will the locally-operated ITA system be managed in the State to maximize usage and improve the performance information on training providers? How will the State ensure the quality and integrity of the performance data? (§§112(b)(14), 112(b)(17)(A)(iii), 122.)*

Missouri will maximize ITA usage and improve training provider performance information while ensuring quality of training providers by implementing a uniform ITA and training provider approval system that is used statewide. The list of State-approved training providers, including training provider consumer report information, is available at all One-Stops, affiliate offices, and other agency offices. Education funds are available for use on demand, creating the capacity for the State to respond to a broad array of training needs.

The State has designed an ITA training referral system that is customer driven and supported by local Boards and other agencies and has been developed cooperatively with many partners at the State and local levels. It includes the establishment of procedures for determining training provider's initial and subsequent eligibility, maintaining a statewide approved list of training providers, maintaining a training provider consumer report, and has a centralized system to process ITAs. Local agencies, training providers, and customers are involved with helping to improve these systems by providing comments through surveys or making suggestions directly to DESE or DWD.

Local agencies issue ITAs to eligible WIA participants and encourage individual empowerment by offering advice and support, including how to use consumer report information to help make career-training decisions. Missouri encourages training providers to participate by minimizing the performance reporting process required of training providers, which helps to ensure that eligible participants have access to as many training options as possible. Training provider application procedures and related policy are developed to improve opportunities for customer choice. We plan to initially make approximately 347 schools available to WIA participants approved for training.

Training provider data includes Social Security numbers of all students enrolled in programs of training. Social Security numbers are used for tracking placement, wage, and retention information through the employer wage contribution record system. State staff will also routinely verify data through on-site training provider visits and other monitoring efforts.

- 2. How will your State improve its technical and staff capacity to provide services to customers and improve entered employment outcomes in accordance with section 7(a)(3)(f) of the Wagner-Peyser Act? How will your State use technology such as Jobline, "swipe card" technology, a community voice mail system or other methods to build a mediated and electronic labor exchange network? How will the State use America's Job Bank/State Job Bank Internet linkages to encourage employers to enter their own job orders on the Internet? (§112(b)(7).)**

Missouri currently creates a new registration on each new claimant or renews inactive registrations of previously registered claimants. In Missouri all claimants who are required to look for work must report for a periodic interview at either a One-Stop center or a satellite One-Stop center. In addition, the State plans to refer all individuals filing an Unemployment Insurance claim to register for WIA services. We have automated the process to allow those individuals required to look for work to post that they were present in one of our offices through our online Internet access. At this time, the claimant will have the ability to use his registration to search for a job, either locally or on a statewide basis. The claimant will also have access to America's Job Bank and Missouri WORKS! every time they visit. Staff will be available in the resource center to assist anyone who needs mitigated services. Staff will answer questions as well as make sure that people who have barriers to employment or who are part of specific target groups, such as veterans, are made aware of additional services that they may use. All jobs are passed to Missouri's Internet site and to AJB for display. The only exceptions are those job orders that are closed, already placed or given to us by employers who expressly chose for the State not to display the order on an Internet site.

Missouri continues to review technological advances that have been made available to them. For instance, Jobline has been reviewed, and Missouri is considering placing this service in the State, if other partner support can be found to assist in the costs.

A Division technical support and training section is being established to improve technical and staff capacity to provide services to our customers. This section will train new and existing staff in how to properly use the technology we currently have, as well as new technology as it is introduced into the One-Stop sites.

- 3. How will the State improve its employment statistics system to ensure that One-Stop system customers receive timely, accurate and relevant information about local, State and national labor markets? (§§111(d)(2), 111(d)(8), 112(b)(1), 134(d)(2)(E).)**

Missouri, like most states, has traditionally concentrated its LMI effort around federal requirements, particularly those of the Bureau of Labor Statistics Federal-State Cooperative Programs. This has involved the production of statistics in the various programs and the dissemination of the data to end-users. Occupational information includes employment and wage data from the Occupational Employment Statistics (OES) program and long- and short-term occupational projections.

All of the data series have their uses in determining labor market conditions at the state level, but are often limited in their applicability to small local areas. These limitations have long been recognized both by users and producers of LMI. In some cases, meaningful information simply cannot be produced for small areas, but in other cases it has been program and funding constraints that prevented any action. These limitations are being addressed at the national level by the Workforce Information Council, which was established under Section 309 of WIA. The vision for the workforce investment system includes providing “quality information that its customers can easily access and use to make informed choices.” Goals of the system

are:

- Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state, and national levels;
- Improve analysis to transform data into useful workforce information;
- Deliver useful information on a timely basis;
- Use local, state, and national customer feedback to continuously improve and enhance the system;
- Conduct research and development activities that continuously improve and create workforce information;
- Continuously invest in training, technical support, and capacity building; and
- Jointly guide and manage the nationwide workforce information system through a federal-state partnership.²

These goals will guide the Missouri LMI system in changing to meet the vision and requirements of the Workforce Investment Act in Missouri. Particular emphasis will be put on improving timeliness, geographic coverage, and usability of information.

Recent developments in the LMI site on Missouri WORKS! (<http://www.works.state.mo.us/lmi>) have resulted in improvements to all three of these characteristics. Information on the website is now being generated dynamically from data stored in the ALMIS database, resulting in more complete and more timely information. Availability of new information on the site is concurrent with updates of the database. Additional geographic areas are being covered on the site, and access to the information is now more user-friendly. Expansion of the information in the ALMIS database and development of new query capabilities will result in further improvements in accessibility and flexibility. A significant development is the planned implementation of points of entry to the website designed specifically for job seekers on one hand and employers on the other. Timeliness of information will also be improved through changes in production and release schedules in various programs.

One key source of information for workforce development purposes is the occupational wage data produced by the Occupational Employment Statistics (OES) program. Improvements in timeliness of these data depend on changes in the national program. A Missouri LMI staff member is a member of the OES Policy Council, a national federal-State body that oversees many aspects of the program. Through this membership, we hope to influence developments in that program that will result in improved local and State information on a more timely basis. Greater flexibility in the BLS-provided software should also allow production of data for additional local areas, meeting one of the most crucial needs for LMI.

Improved analysis to transform data into useful workforce information is another key goal. To meet this goal, analytical capabilities of the professional staff will continue to be enhanced through analyst training provided through the ALMIS LMI Training Institute. Other appropriate training and capacity building activities will be undertaken, as appropriate, to further bolster staff capabilities. Other technologies that might aid preparation of useful information, such as Geographic Information Systems (GIS) and improved data analysis tools, will be investigated and adopted or their use expanded as appropriate. Other data sources will be investigated as potential sources of additional LMI.

² Workforce Information Council, "New Directions for the Workforce Information System," (first Annual Plan), 1999.

Training, technical support, and capacity building of local staffs will be expanded. There has been a program of LMI training for One-Stop staff that is nearing completion of its first round. A second round is in the planning phase. This will likely allow training of staff who did not participate in the initial round of training as well as providing updated or more extensive training to others.

A part of the system's ongoing customer satisfaction effort will relate to LMI. Input from this ongoing effort, as well as other feedback received from customers, will be used to continuously improve and enhance the state's LMI system, just as recent developments in internet delivery have responded to customer-desired improvements.

V. Performance Management

- A. *For each of the core indicators identified in Section II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help you achieve customer satisfaction and continuous improvement over the five years of the Plan. (§§112(b)(3), 136(b)(3).)*

The State will use the performance measurement framework outlined by DOL in the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999 and subsequent information from U.S. DOL when received, in conjunction with an outcome-based framework used by locals to devise estimated levels (projections) of performance for performance measurement and continuous improvement.

The State strongly encourages that local Boards use an outcome-based framework to determine the level of their respective One-Stop performance goals (see Attachment 24). The framework uses two basic steps to arrive at particular goals: 1) segment customers into appropriate groups; and 2) establish a "funnel model" to quantify the progression of customers toward outcomes. The funnel model for the outcome-based framework establishes milestones toward particular performance targets, and then tracks the normal attrition of clients through a service as it progresses through each of these milestones, from intake to program completion. Local areas will essentially be estimating: of a certain population, in a particular program, how many will enter employment (retain employment, gain earnings, gain a credential) of those who began at intake. Local areas will take into account differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided when they are developing estimates.

Commensurate with DOL policy, projections for these groups shall include all customers served by the One-Stop within that performance category, not necessarily those served *solely* under WIA Title I funded Core Services (provided they are WIA registered, etc.). The State will use the Department of Labor's measures and definitions for performance indicators. Local areas will be asked to develop projections of raw numbers for each of the 15 performance indicators (four adult/dislocated worker/older youth, and three younger youth). For example, for the Adult Entered Employment Rate, a Workforce Investment Area will be asked to estimate: 1) the number of adults who have entered employment by the end of the first quarter after exit; and, 2) the number of adults who exit during the quarter. Each Workforce Investment Area will submit these estimates to the State; the State will aggregate the numbers from each of the areas and calculate the fourteen rates for a State total.

The State will use the DOL-proposed methodology for calculation of baseline data for PY 1998 to confirm and assist in development of the estimates of the local areas in establishing the first year's

baseline. The State will use the last three quarters of PY 1999 and the first quarter of PY 2000 for purposes of calculating performance measures for reporting the first WIA year. Years 2 and 3 will be PYs 2000 and 2001. The following groups will be included in the measures:

- JTPA participants who exit the JTPA program during the last three quarters of PY 1999;
- JTPA participants who transform into WIA customers as of the first quarter of PY 2000;
- New WIA customers who exit during the first quarter of PY 2000.

The State strongly encourages that this outcome-based process be the chief tool used by local WIBs in establishing projected One-Stop outcomes for the purposes of negotiation. The State will stipulate that if this tool or one like it is used and documented, and the process includes appropriate use of data as provided by the State, the State will accept the projections as submitted. However, if another method is used, or if there is no evidence of a milestone-based projection method, the State will engage in a negotiation process with the local WIB and factor in economic trends, past relative performance, etc., to arrive at mutually-satisfactory outcomes. The State has committed to ensure that local WIBs are adequately educated on outcome-based methods. In addition to the several training sessions already provided, the State will provide tutorials and technical assistance on an as-needed basis.

The State is proposing that common definitions for the placement, retention, and earnings measures in the Missouri Governor's Outcomes be used by all WIA partners (see Attachment 25).

Customer satisfaction/Continuous Improvement

The State's method for improvement will be: 1) quantitative increases in each of the seventeen WIA core indicators, based on yearly increases from the established baseline; and 2) qualitative increases based on customer feedback (see Section V.C.). Although the State will track improvement in terms of increase in the performance rates (i.e., 72% in PY 2000; 74% in PY 2001), the State wants to ensure that the numbers of customers served does not decrease. The State does not want the use of rates to tacitly encourage local areas to decrease number served to increase percentage rates. The State will address this by adding the caveat that local areas should endeavor to increase performance rates *provided number served does not decrease significantly*. As indicated, local areas will feed raw numbers to the State. The State will also give local areas the authority to structure their WIA service mix in a way that keeps a proper equilibrium of staff assisted and non-staff assisted services (see below).

Core Staff Assisted Services Policy

The Department of Labor has directed that adults and dislocated workers who receive WIA Core Services will be counted toward performance measures, except those who receive self-service or informational services. The *WIA Interim Final Rules* (Section 666.140) stated that the point of registration determines which adults and dislocated workers will be included. The *WIA Performance Accountability* paper states that the main consideration for determining which core services require registration is the level of staff involvement. When there is *significant* staff involvement of resources or time, the customer receiving core services is required to be registered.

The State proposes that local WIBs develop a matrix of One-Stop services to organize the service mix of a One-Stop as well as categorize future services developed to serve new customer groups (see Attachment 26). It is suggested that local WIBs begin with the services listed in WIA Section 134(d)(2), and arrange them into registerable/non-registerable services according to the principles listed above and the judgment of the local WIB members. This will be submitted as part of the local WIA plan and will be included in the system of performance measurement for the local WIB.

The State wishes to emphasize the importance of the relationship between customer satisfaction and service offering. In addition to the principles outlined here, local Boards should consider customer feedback in determining what services should be classified as "staff-assisted". For example, if customers consistently report that they feel a particular service would be more beneficial (i.e., more helpful in getting a job) if it contained more staff assistance, the Board may

want to restructure it as a staff-assistance, measurable service. If that change is made, it should show up in the performance measures accordingly.

- B. Does your State have common data system and reporting processes in place to track progress? If so, describe what data will be collected from the various One-Stop partners (beyond that required by DOL), your use of quarterly wage records, and how the statewide system will have access to the information needed to continuously improve. If not, describe the State's timeframe and plans for transitioning from the JTPA to the WIA tracking system, your planned use of quarterly wage records, and the projected time frame for the system to be operational. (§112(b)(8)(B).)**

DWD is in the process of deploying a case management system that meets the current requirements of JTPA and Welfare-to-Work. This system is client server-based and will be expanded to the internet for WIA to make it available for anyone with a web browser. This case management system will require minor changes to be in compliance with WIA, and we anticipate these changes will be made and tested by May 26, 2000. We are currently using wage records for JTPA performance reporting and we will transition this process to WIA. We will apply the knowledge gained by our previous years of UI usage. The new case management system will give each area the ability to track their performance. The system will be operational statewide by June 30, 2000.

- C. Describe the system(s) by which your State measures customer satisfaction for both job seekers and employers (beyond those elements required by the Department). How will customer satisfaction data be evaluated, disseminated locally, and used to improve services and customer satisfaction? Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that your State will track. If no system is currently in place, describe your State's timeframe and plan to collect this information. (§§111(d)(2), 112(b)(3), 136(b)(2)(B).)**

The State is dedicated to establishing and maintaining a customer-centered culture in the workforce development system. Special emphasis is placed on providing quality services to assist customers in achieving their desired outcomes. Customer input is the key driver in helping the State determine and reconfirm customer priorities, requirements, and overall satisfaction with services. Missouri recognizes that customer relationships and satisfaction are key to our ability to improve programs and services. The State is encouraging the use of Baldrige Principles for continuous improvement plans at local One-Stop centers. In addition, Missouri is taking the approach of actively seeking customer input. Understanding why and how to provide good customer service is a priority.

To meet customer satisfaction measurement requirements, Missouri will use customer satisfaction surveys. The data will be gathered by telephone and by use of paper or electronic surveys and will be shared with local operators and interested partner agencies. The survey will capture common customer information. The survey will initially focus on WIA-related activities; however, it is our goal to build an inclusive customer satisfaction system that involves all workforce development partners. As we build upon this effort, input from MTEC will help provide direction. Ideally, State-funded training programs will also be included.

Ultimately, the customer satisfaction measurements and data collection efforts will be comprehensive, yet flexible, non-duplicative with other programs, and unobtrusive to the customer. In addition, the State will comply with whatever federal guidelines are required.

- D. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2), 112(b)(1).)**

As early as May 1995, Governor Carnahan charged the directors of the partner agencies to “work together as an interagency team to implement a statewide workforce development plan based upon the recommendations of the Missouri Training and Employment Council...”. This directive, in Executive Order 95-11, began the process of developing a One-Stop system in the State. To continue improvement of the system, Governor Carnahan issued Executive Order 99-03, which established the Division of Workforce Development within the Department of Economic Development. This new division of State government combined the former JTPA administrator with the Employment Services function of the Division of Employment Security. This merger not only provided additional opportunity for increased efficiency and effectiveness, it also served to reinforce the linkage with the other partners in the One-Stop system.

E. *How will the State and local Boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), 112(b)(3).)*

As outlined in Attachment 24, local partners will set performance targets for WIA Title I in a negotiation process developed with local partners. These targets, with measurable milestones, will be the goals to which each area will strive. As data becomes available, progress toward those targets will become trackable, as will the data relative to customer progress through milestones. These data items will become the basis for management reporting at the local level, as well as management negotiation elements for enhancing partnerships.

The State will be developing management reports, to be generated quarterly, that will assist local areas in determining progress toward WIA outcomes. As these reports are generated, local areas that show a significant lack of progress will be provided technical assistance. Technical assistance may include:

- Technical assistance from any DWD section in all aspects of accountability. Consultations may be with WIB members, WIB staff, CLEOs, One-Stop Operators, WIA Title I operators, or subcontractors.
- A written corrective action plan may be required of a local WIB.
- Continuous monitoring, quarterly accountability report review, desk monitoring and/or on-site negotiation discussions may be held as appropriate.

If a local Workforce Investment Area fails to achieve its negotiated performance (or significantly exceeds its targets), by the end of the first year, re-negotiation will occur. While re-negotiation for failure to achieve results may not significantly reduce the targets to be achieved for its second year, a plan to redesign service provision or partner participation will be developed to enhance the area's ability to achieve performance as negotiated. Performance will be a major consideration as the Missouri Training and Employment Council deliberates local area designation by the end of the initial two-year temporary designation.

Local WIBs will review these management reports as decisions are made about the local One-Stop system. As year-end approaches, local WIBs will be able to assess their achievement (or lack of achievement) of the targets set. Re-negotiation will occur to adjust future year targets based on the data available. As the target setting exercise will be done in a new environment, the key element to negotiation will be a local area's ability to respond to customer needs, more than the achievement of targets.

Governor Carnahan began an accountability process within Missouri several years ago, to strengthen government's strategic planning process. This venture, known as the “Show-Me Results”, requires each faction of State government to address results as a part of their strategic

plan. Among those “Show-Me Results” for which the One-Stop partners are responsible is a series of results known as “Prosperous Missourians” (see Attachment 2).

While each agency is not directly responsible for tracking these results, each agency, (and MTEC) is responsible for tracking outcomes that contribute to these results. The performance measures described in this plan will contribute to these results, as will the additional “Governors Outcomes” for which MTEC is also responsible (see Section II-C).

VI. Assurances

1. The State assures that it will establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under Sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - (A) the State has implemented the uniform administrative requirements referred to in Section 184(a)(3);
 - (B) the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under Section 184(a)(4); and
 - (C) the State has taken appropriate action to secure compliance pursuant to Section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (§112(b)(17)(B).)
5. The State assures that the Governor shall, once every two years, certify one local Board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of Section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented ((§188.).)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and

certifications, including, but not limited to, the following:

- General Administrative Requirements:

29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

SF 424 B --Assurances for Non-construction Programs

29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation)

CFR part 93 --Certification Regarding Lobbying (and regulation)

29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees.
14. The State certifies that Workforce Investment Act Section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
15. The State assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.
16. The State has developed this Plan in consultation with local elected officials, local Workforce Boards, the business community, labor organizations and other partners.
17. The State assures that it will comply with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
18. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

VII. Program Administration Designees and Plan Signature

Name of WIA Title I Grant Recipient Agency:

Division of Workforce Development

Address:

P.O. Box 1087

Jefferson City, Missouri 65102-1087

Telephone Number: 573/751-3349

Facsimile Number: 573/751-8162

E-mail Address:

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address:

Telephone Number:

Facsimile Number:

E-mail Address:

Name of WIA Title I Signatory Official:

Tom Jones, Director

Address:

P.O. Box 1087

Jefferson City, Missouri 65102-1087

Telephone Number: 573/751-3349

Facsimile Number: 573/751-8162

E-mail Address:

Name of WIA Title I Liaison:

Tom Jones, Director

Address:

P.O. Box 1087

Jefferson City, Missouri 65102-1087

Telephone Number: 573/751-3349

Facsimile Number: 573/751-8162

E-mail Address:

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Division of Workforce Development
Address:
P.O. Box 1087
Jefferson City, Missouri 65102-1087
Telephone Number: 573/751-3349
Facsimile Number: 573/751-8162
E-mail Address:

Name and title of State Employment Security Administrator (Signatory Official for Wagner-Peyser funds):
Tom Jones, Director
Address:
P.O. Box 1087
Jefferson City, Missouri 65102-1087
Telephone Number: 573/751-3349
Facsimile Number: 573/751-8162
E-mail Address:

As the Governor, I certify that for the State/ Commonwealth of Missouri, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name and Signature of Governor

Mel Carnahan

Date

WIA State Plan Products and Timelines

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
Executive Summary	Two page general overview. "Vision for the Future.	1/25/99	6/30/99		
Describe the Process for developing the State Plan	Description including Gov/MTEC involvement, collaboration w/CLEOs, LWIBs, others	10/98	1/00	Public Comment Process	
Summarize comments	Include comments or summary and demonstrate how comments considered	11/99	1/00		
Describe the State's Goals	Strategic goals and description of how the system will help achieve	1/99	1/00		
Identify the performance indicators	Objective, quantifiable performance goals (definitions)	8/99	9/15/99	UI MOU ALMIS reports	
Market Analysis	Description of key economic trends, data sources, implications in terms of employment opportunities, job skills, and customer segments and their related skill development needs	8/99	1/00		
State Readiness analysis (Leadership)	Description of the State Board, (entities represented, how selected, how other entities required but not represented will be involved, functions, leadership, coordination with LWIBs, and accessibility)	8/99	1/00		
State Readiness analysis(Leadership)	Conflict of Interest Policy	8/99	9/15/99	MTEC approval	

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
State Readiness analysis(Leadership)	Identify Local Board appointment criteria	8/99	9/15/99	Funding for MTI, MTEC approval	
State Readiness analysis(Leadership)	Description of funding formula	1/99	1/00	MTEC approval	
State Readiness analysis(Leadership)	Description of grant award process (Statewide activities)	8/99	1/00	WP 10%, WIA 15% project decisions	
State Readiness analysis(Leadership)	Identify criteria for LWIB to use for youth grants	8/99	9/15/99		
State Readiness analysis(Leadership)	State's definition of sixth youth eligibility criterion	8/99	9/15/99	Delegate to locals?	
State Readiness analysis(Leadership)	Description of State Policies (see. A-10 attached)	6/99	9/15/99		
State Readiness analysis(Leadership)	Description of consultation w/local boards and CLEOs. Description of policies that are obstacles.	11/98	1/99		
State Readiness analysis (Services)	Description of current One-Stop efforts	11/98	9/15/99		
State Readiness analysis (Services)	Description of Local Workforce Investment Areas, process to designate and appeals process	12/98	9/15/99		
State Readiness analysis (Services)	Description of Regional Planning efforts	7/99	10/15/99	Interstate Agreement	

Tasks	Deliverable	Start Date	End Date	Resources/Decisions needed	Status
State Readiness analysis (Services)	Description of Section 122 policies and procedures, public comment	1/99	11/99	Designate Agency	
State Readiness analysis (Services)	Description of Employment Statistics system	1/99	9/15/99		
Assessment of Strengths and Improvement Opportunities	Description of strengths and weakness of current system relative to the state's vision	8/99	1/00		
Strategies for Improvement - Leadership	Description of steps to improve collaboration	8/99	1/00	State level MOU	
Strategies for Improvement - Leadership	Description of state assistance to assist local areas in improving One-Stop system	8/99	1/00		
Strategies for Improvement - Leadership	Description of LWIB Capacity Building	8/99	9/15/99		
Strategies for Improvement - Services	Descriptions of improvements to support WIA key principles (see pp. A-15 through A-17, attached)	8/99	1/00	W-P 10%, DVOP, LVER, RR, Youth	
Strategies for Improvement – System Infrastructure	Describe ITA system, Technology, Internet, Employment Statistics	8/99	1/00		
Performance Management	Explanation of how the performance levels were negotiated with local boards	8/99	1/00		
Performance Management	Discussion of common data system and data to be collected from partner agencies, use of U.I. wage records and timeframe	8/99	1/00	U.I. MOU	
Performance Management	Describe the customer satisfaction measurement system	8/99	1/00	Survey system, on-line, scanable, etc.	

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
Performance Management	Descriptions of Governor/ State Board actions to ensure collaboration w/key partners	7/99	1/00	State level MOU, Exec. Order	
Performance Management	Describe performance evaluation of local Boards, sanctions, continuous improvement, technical assistance, etc	8/99	1/00		
Local Guidance	Requirements for local plans	5/99	9/15/99		

*Status = completed (X), on schedule (O), behind schedule (-), ahead of schedule (-)

SHOW ME RESULTS

November 1999

Prosperous Missourians:

Thriving firms, farms, families and communities

1. Increased number of jobs paying greater than \$10/hour.
2. Increased number of dollars of new investment in Missouri firms and farms.
3. Increased productivity of Missouri firms and farms.
4. Decreased percentage of Missourians obtaining public income support.
5. Increased percentage of Missourians with health insurance.
6. Increased access to high quality child care for working families.
7. Increased percentage of Missourians with incomes above 100% of the poverty level.
8. Decreased number of communities with a high concentration of poverty.

Educated Missourians:

Children ready to learn, successful students, and workers with high skills

9. Increased percentage of children entering school ready to learn.
10. Increased percentage of students who achieve targeted skill levels at various points before graduation.
11. Increased percentage of 18-year-olds with a high school diploma or GED.
12. Increased percentage of individuals ages 25 to 65 who have completed 14 years of education.

Healthy Missourians:

Healthy babies, decreased impact of disease, and clean air and drinking water

13. Increased percentage of pregnancies that result in healthy babies.
14. Decreased rate of infant mortality.
15. Decreased pregnancy rate for females under age 18.
16. Decreased impact of infectious and chronic diseases.
17. Improved air and drinking water quality in Missouri.

Safe Missourians:

Protection against crime, family violence, and alcohol and drug-related injuries

18. Decreased rates of crimes against persons.
19. Decreased rates of crimes against property.
20. Decreased incidence of family violence.
21. Decreased rate of alcohol- and drug-related injuries and deaths.

Responsible Government:

Sound management and stewardship of the state's resources

22. Decreased ratio of state government operating expenditures to Missouri personal income.
23. Improved protection of the public's investment in state-owned capital assets (roads, bridges and buildings).
24. Increased representation of minorities and women in upper level salary ranges in state government and in state purchasing.
25. Improved protection of Missouri's land and water resources.

MTEC Strategic Plan

Strategy 7: *Implement the Workforce Investment Act*

Coordinator: Roger Baugher

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Mission Statement	Mission Statement accepted by MTEC	12/1/98	12/11/98	4/1/99	MTEC		X
“Vision for the Future” written as an Executive Summary for State Plan	Vision for the Workforce Development System approved by Exec. Committee	1/25/99	6/30/99	9/1/99	Strategic Planning Committee – Mike Pulliam	White Paper on Merger	X
Survey of current One-Stop system distributed	Surveys distributed to One-Stop Centers and returned	11/1/98	2/1/99	5/21/99	Prog. Coord. One-Stop Liaisons		X
Analyze One-Stop Survey Data	Analysis presented to MTEC	4/1/99	5/21/99	7/1/99	Prog. Coord. One-Stop Liaisons		X
One-Stop State Standards established for designating or certifying operators	Standards accepted by MTEC and distributed to CLEOs & LWIBs	5/21/99	7/1/99	3/01/00	Prog. Coord. Committee		✓
State Plan Guidance (DOL)	Final Guidance Received	11/30/98	12/15/99	2/1/99	DOL		X
Engage CLEOs	Chief Local Elected Officials receive information regarding initial response	2/1/98	4/1/99	7/1/99	Governor/ MTEC		X
Designate State WIB		10/15/98	2/1/99	3/30/00	Governor		X

Status: ✓ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Regulations (DOL)		10/1/98	2/7/99	4/8/99	DOL		X
LWIA Recommendations to Governor	Process documented; written recommendations delivered to Governor	11/17/98	1/1/99	5/21/99	MTEC Exec. Committee plus 5 Depts.		X
CLEO agreements drafted, responsibilities outlined	Agreements prepared for signature	4/1/99	6/1/99	9/30/99	State Staff		X
Governor re-engage CLEOs	CLEOs trained in responsibilities.	4/1/99	6/1/99	On-going	Governor		✓
LWIA Designations	CLEOs notified of designation	4/1/99	6/30/99	9/30/99	Governor		X
Local Board Certification Standards developed	Standards written, approved by MTEC, distributed to CLEOs	1/1/99	5/21/99	9/1/99	Program Coordination Committee Lindell Thurman		X
Determine Unified Plan Inclusions (Perkins, ABE, etc.)	State Agencies agreed there will be no WIA unified Plan	1/1/99	4/5/99	9/1/99	Exec. Comm. Plus 5 partners		X
Recommend Statewide (15%) Discretionary Activities and Wagner-Peyser 10% activities	Budgets developed for required and discretionary activities approved by MTEC	1/1/99	4/14/99	3/1/00	Strategic Planning Committee Partner agency state staff		✓
Allocation Formula	Formula approv. by MTEC	11/17/98	5/21/99	3/1/00	MTEC		✓

Status: ✓ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Outcomes Defined	Outcome definitions written and approved by MTEC	1/1/99	5/20/99	3/1/00	Evaluation & Awards Committee Tom Jones		✓
Outcome Discussion w/ DOL Regional Office (R.O.)	R.O. agreement on Outcome Targets for first three years	4/1/99	9/1/99	4/1/00	Tom Jones/ Bob Wilson		✓
Guidance developed on Priority of Services (limited funds)	Priority of Service Guidance approved by MTEC	1/1/99	5/21/99	7/1/99	Strategic Plng Committee Roger Baugher	One-Stop Exec. Team	X
Governor Designate Labor Market Information (LMI) Agency	State Agency Designated	1/1/99	5/21/99	7/1/99	Governor		X
Develop LMI System	LMI system described	1/1/99	7/1/99	3/01/00	State Staff Bill Niblick Mark Mehment Don Lloyd Mark Bauer		✓
Implement on-line LMI system	LMI system on-line	5/21/99	4/1/00	7/1/00			✓

Status: ✓ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Governor Designate Agency to Certify Skill (Classroom) Training Providers	State Agency Designated	1/1/99	5/21/99	10/99	Governor		X
Develop Section I22 Procedures which address consumer reports, etc. for Local Boards to Select Skill (Classroom) Training Providers	Procedures completed	1/1/99	4/1/99	3/01/00	MTEC Don Eisinger	Leroy Wade Terry Barnes Glenn Stinson Mark Bauer Ron Jewell	✓
Develop Local Plan Guidance (including Wagner-Peyser)	Local Planning Guidelines distributed to CLEOs/LWIBs	4/1/99	7/1/99	3/01/00	Program Coordination Committee RogerBaugher Judy Morrow		✓
On-Site TA on Local Plans And MOUs	Technical Assistance Sessions held in all LWIAs	7/1/99	9/1/99	6/01/00	One-Stop Exec. Team		✓
Begin negotiation on local Outcomes	Outcomes discussion held with each LWIB	7/1/99	10/1/99	10/30/99	Tom Jones Evaluation & Awards Committee		✓
Negotiate State Perf. Stand. with DOL	State Targets set for inclusion in State Plan	7/1/99	10/1/99	10/30/99	Tom Jones Eval/Awards		✓

Status: ✓ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Finalize negotiation on local Outcomes	Outcome Targets Set for each LWIA	9/30/99	10/30/99	6/01/00	Tom Jones Evaluation & Awards Committee		✓
Local Plans Submitted to State	All plans received by State agency	9/30/99	10/30/99	3/01/00	LWIB		✓
Review Local Plans	All local plans reviewed/ returned for clarifications/ subsequently approved	10/30/99	1/30/00	6/01/00	State Staff		✓
Develop State Plan (with Local Plan Components)	First Draft of State Plan written	4/1/99	12/1/99	3/01/00	State Staff		✓
Present Draft to MTEC and Provide for Public Comment	Draft presented/ comments received/ changes completed	4/1/99	1/30/00	3/01/00	State Staff		✓
MTEC Approve Plan	Plan approved	12/1/99	1/30/00	3/30/00	MTEC		✓
Submit Plan to U.S.DOL	Plan submitted	---	1/30/00	3/30/00	Governor		✓

Status: ✓ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

			Performance Goals Out-Years		
WIA Requirement at Section 136(b)	Corresponding Performance Indicator(s)	Previous Year Performance	1	2	3
ADULTS					
Entry into Unsubsidized Employment		65%	68%	71%	75%
6-Months Retention in Unsubsidized Employment		80%	80%	82%	84%
6-Months Earnings received in Unsubsidized Employment		\$3,041	\$3,194	\$3,346	\$3,498
Attainment of Educational or Occupational Skills Credential		7%	45%	50%	60%
DISLOCATED WORKERS					
Entry into Unsubsidized Employment		72%	73%	76%	79%
6-Months Retention in Unsubsidized Employment		89%	89%	90%	91%
6-Months Earnings received in Unsubsidized Employment		94%	94%	95%	96%
Attainment of Educational or Occupational Skills Credential		4%	45%	50%	60%
YOUTH AGED 19-21					
Entry into Unsubsidized Employment		51%	56%	60%	63%
6-Months Retention in Unsubsidized Employment		78%	80%	81%	82%
6-Months Earnings received in Unsubsidized Employment		\$3,697	\$3,750	\$3,800	\$3,850
Attainment of Educational or Occupational Skills Credential		46%	49%	55%	60%
YOUTH 14-18					
Attainment of Basic, Work Readiness and/or Occupational Skills		86%	87%	89%	90%
Attainment of Secondary School Diplomas/Equivalents		22%	50%	52%	55%
Placement and Retention in Post-Secondary Education/ Training, or Placement in Military, Employment, Apprenticeships		60%	61%	63%	65%
PARTICIPANT CUSTOMER SATISFACTION			68%	69%	70%
EMPLOYER CUSTOMER SATISFACTION			66%	67%	68%
ADDITIONAL STATE-ESTABLISHED MEASURES	N/A	N/A	N/A	N/A	N/A

Table 1						
Employment by Major Occupational Groups						
Occupational	Employment		Change			
	1996	2006	1996-2006		Annual Average Openings	
Title	Estimated	Projected	Number	Percent	Growth	Replacements
Total, All Occupations	2,753,030	3,145,360	392,330	14.3	39,360	63,650
Exec, Admin, Managerial Occs	194,000	230,440	36,440	18.8	3,640	4,100
Professional Specialty Occs	555,320	680,390	125,070	22.5	12,590	10,920
Marketing/Sales Occupations	327,730	369,900	42,170	12.9	4,240	8,830
Admin Support/Clerical Occs	463,810	495,900	32,090	6.9	3,180	8,880
Service Occupations	467,100	550,140	83,040	17.8	8,340	14,380
Agricultural Services Occs	21,810	26,750	4,940	22.7	480	560
Prec Prod, Craft & Repair Occs	301,490	327,640	26,150	8.7	2,610	6,630
Operators, Fabricators & Laborers	421,770	464,200	42,430	10.1	4,280	9,350

Employment by Education and Training Categories

Education and Training Categories	Employment				Change 1996-2006		Annual Average Job Openings	
	Number		Percent Distribution				Number	Pct Distr
	1996	2006	1996.0	2006.0				
All Occupations	2,753,030	3,145,360	100.0	100.0	392,330	14.3	103,010	100.0
First Professional Degree	40,210	45,800	1.5	1.5	5,590	13.9	1,250	1.2
Doctoral Degree	22,580	28,540	0.8	0.9	5,960	26.4	1,230	1.2
Master's Degree	27,550	34,720	1.0	1.1	7,170	26.0	1,200	1.2
Bachelor's or Higher Degree plus Work Experience	168,600	198,230	6.1	6.3	29,630	17.6	6,540	6.3
Bachelor's Degree	308,640	384,110	11.2	12.2	75,470	24.5	14,010	13.6
Associate's Degree	92,070	110,070	3.3	3.5	18,000	19.6	3,300	3.2
Vocational Education	208,280	222,960	7.6	7.1	14,680	7.0	5,830	5.7
Work Experience in a Related Occupation	232,040	263,580	8.4	8.4	31,540	13.6	7,860	7.6
Long-term On-the-job Training	198,580	220,800	7.2	7.0	22,220	11.2	6,530	6.3
Moderate-term On-the-job Training	361,930	388,840	13.1	12.4	26,910	7.4	10,260	10.0
Short-term On-the-job Training	1,092,550	1,247,710	39.7	39.7	155,160	14.2	45,000	43.7

Table 3							
Demand Occupations							
Code	Title	Employment		Change		Average	Average
		1996	2006	1996-2006	Number	Annual	Hourly
Jobs Requiring a Bachelor's Degree or Higher							
9005	General Managers & Top Executives	67,170	76,690	9,520	14.2	2,380	\$27.37
1308	Teachers, Secondary School	32,500	43,090	10,590	32.6	2,030	\$18.48 !
1305	Teachers, Elementary	29,850	35,540	5,680	19.0	1,140	\$17.84
5102	Systems Analysts	8,660	15,420	6,760	78.1	740	\$25.93 !
1114	Accountants & Auditors	20,460	22,950	2,490	12.2	670	\$18.10
1311	Teachers, Special Education	6,580	11,360	4,780	72.6	570	\$18.72 !
3002	Financial Managers	13,840	16,390	2,550	18.4	520	\$24.78
5105	Computer Programmers	10,600	12,370	1,770	16.7	510	\$22.76
1302	Teachers, Preschool/Kindergarten	10,190	13,010	2,820	27.7	470	N/A *
8108	Lawyers	11,980	14,640	2,650	22.1	440	\$30.19
3011	Market/Adver/Public Relations Mgrs	8,630	11,020	2,390	27.7	400	\$25.08 !
3017	Engr, Math, Computer Mgrs	6,600	9,180	2,580	39.1	400	\$34.07 !
5005	Education Administrators	8,300	10,000	1,710	20.6	390	\$25.51
7305	Social Workers, Exc Med, Psych	7,680	10,090	2,410	31.4	360	\$11.38 !
7502	Clergy	12,040	13,200	1,170	9.7	350	\$15.71
7302	Social Workers, Med & Psych	5,640	8,070	2,430	43.1	330	\$14.98 !
3014	Securities/Financial, Sales	5,830	8,610	2,780	47.7	330	\$21.16 !
1511	Personnel/Train/Labor Specs	6,680	7,710	1,020	15.3	290	\$17.37
2102	Physicians	10,660	11,930	1,260	11.8	280	\$51.67
1108	Loan Officers & Counselors	4,340	6,120	1,790	41.2	260	\$18.81 !
4035	Artists/Commercial Artists	5,270	6,650	1,380	26.2	250	\$15.60 !
2126	Electrical & Electronic Engineers	4,220	5,530	1,310	31.0	240	\$24.19 !
1202	Life Sciences Teachers	4,380	5,550	1,170	26.7	240	\$24.67 !
5008	Medicine & Health Service Mgrs	5,310	6,420	1,110	20.9	220	\$22.98
4038	Designers, Exc Interior	5,350	6,620	1,260	23.6	220	\$13.05
Jobs Requiring an Associate's Degree or Vocational Education							
2502	Registered Nurses	44,080	50,460	6,390	14.5	1,250	\$17.84
5108	Secretaries, Exc Legal or Medical	58,090	55,880	-2,210	-3.8	1,010	\$10.34
2505	Licensed Practical Nurses	16,420	18,460	2,040	12.4	550	\$11.44
5302	Automotive Mechanics	15,360	16,790	1,440	9.4	550	\$12.87
2508	Emergency Medical Technicians	6,220	9,480	3,260	52.4	450	\$10.35
8005	Hairdressers & Hairstylists	12,330	12,830	500	4.1	380	\$7.71
1521	Teacher Aides, Paraprofessional	5,260	8,070	2,810	53.4	350	\$7.00
5902	Heat, A/C, Refrig Mechanics	7,670	9,310	1,630	21.3	340	\$13.95
3914	Welders & Cutters	6,450	7,220	760	11.8	240	\$12.02
5305	Automotive Body Repairers	7,530	8,350	820	10.9	310	\$15.43
7311	Recreation Workers	3,140	3,980	850	27.1	220	\$7.79
5110	Industrial Machinery Mechanics	6,580	7,380	800	12.2	220	\$14.85

Jobs Requiring Work Experience in a Related Occupation							
1002	First-Line Superv: Sales & Rel Wrkrs	57,820	64,580	6,760	11.7	1,600	\$15.26
1002	First-Line Supervisors: Clerical	32,580	38,810	6,240	19.2	1,380	\$14.29
5026	Food Service & Lodging Managers	19,280	25,670	6,390	33.1	1,050	\$12.51 !
1314	Teachers & Instructors, VocEd	10,040	13,290	3,240	32.3	420	\$17.50 !
1008	First Line Superv: Production	14,520	14,650	130	0.9	360	\$17.71
1005	First Line Superv: Const, Extrac	8,410	8,950	540	6.4	240	\$18.66
1002	First Line Superv: Mech.& Reprs	9,750	10,030	290	3.0	230	\$18.43
Jobs Requiring Long-term On-the- Job Training							
5026	Cooks, Restaurant	20,830	24,310	3,490	16.8	850	\$7.45
7102	Carpenters	24,990	27,510	2,520	10.1	690	\$16.17
5028	Cooks, Institution/Cafeteria	15,790	16,830	1,040	6.6	480	\$7.10
3014	Police Patrol Officers	6,360	7,840	1,490	23.4	370	\$13.61
7202	Electricians	11,030	12,270	1,240	11.2	360	\$18.99
5702	Telephone/Cable TV Installers/Reprs	6,450	8,430	1,980	30.7	330	\$14.37 !
3008	Fire Fighters	5,050	5,620	570	11.3	260	\$12.94
3017	Correction Officers	4,950	6,730	1,770	35.8	250	\$11.22 !
Jobs Requiring Moderate-term On-the-job Training							
9008	Sales Reps, Exc Retail/Scientific	24,850	27,790	2,940	11.8	880	\$18.69
5338	Bookpng, Acctng, Auditing Clrk+B42s	43,720	41,690	-2,030	-4.6	740	\$10.27
12974	Packaging/Filling Machine Opers	10,800	14,000	3,200	29.6	520	\$11.60 !
9999	Sales & Related Workrs	9,300	10,630	1,330	14.3	390	\$11.87
9005	Sales Reps, Scientific	9,860	11,210	1,350	13.7	370	\$22.21
6005	Medical Assistants	4,670	7,080	2,410	51.6	330	\$8.59
7402	Painters & Paperhanglers	7,990	9,200	1,200	15.0	300	\$14.40
9014	Salespersons, Parts	6,870	7,550	690	10.0	280	\$10.97
5021	Bakers, Bread & Pastry	5,150	6,650	1,500	29.1	270	\$7.71
9026	Telemarketers, Door-To-Door Sales	7,690	8,130	450	5.9	250	\$8.04
5307	Typists, Incl Word Processing	13,140	10,650	-2,500	-19.0	220	\$9.19
6002	Dental Assistants	4,540	5,620	1,090	24.0	220	\$10.45
Jobs Requiring Short-term On-the-job Training							
9011	Salespersons, Retail	85,980	96,870	10,900	12.7	3,820	\$8.63
9023	Cashiers	50,180	59,590	9,420	18.8	3,130	\$6.62
5008	Waiters & Waitresses	42,100	45,940	3,850	9.1	2,530	\$5.80
5347	General Office Clerks	66,510	70,050	3,540	5.3	1,870	\$9.22
5017	Counter Attendants, Cafeteria	20,090	22,500	2,420	12.0	1,820	\$6.08
5041	Comb Food Prep/Service Workers	24,790	28,150	3,360	13.6	1,600	\$6.00
5038	Food Preparation Workers	21,050	24,420	3,370	16.0	1,410	\$6.62
6008	Nursing Aides & Orderlies	36,490	45,110	8,620	23.6	1,350	\$7.17
7102	Truck Drivers, Heavy	45,520	51,940	6,420	14.1	1,280	\$14.04
7005	Janitors & Cleaners	45,030	47,690	2,670	5.9	1,180	\$7.55
5132	Maintenance Repairers, Gen Util	26,860	32,190	5,320	19.8	1,080	\$10.79
8038	Child Care Workers	20,090	27,830	7,740	38.5	1,000	\$6.71
5305	Reception/Information Clerks	20,290	24,810	4,530	22.3	830	\$8.20
8902	Hand Packers & Packagers	17,060	19,960	2,900	17.0	750	\$7.30

3102	Bank Tellers	11,740	13,950	2,210	18.8	710	\$7.52	
3047	Guards	15,750	19,290	3,530	22.4	680	\$9.22	
7105	Truck Drivers, Light	22,490	26,190	3,700	16.5	680	\$9.56	
5032	Cooks, Fast Food	14,440	17,470	3,030	21.0	650	\$5.81	
7111	Bus Drivers, School	16,250	20,280	4,030	24.8	620	\$7.76	
9017	Counter & Rental Clerks	10,000	12,560	2,560	25.6	610	\$6.78	
6011	Home Health Aides	6,930	12,060	5,130	74.0	610	\$7.00	
8023	Stock Clerks:Stockroom	19,350	22,310	2,960	15.3	580	\$10.35	
7002	Maids & Housekeeping Cleaners	21,850	23,270	1,430	6.5	540	\$6.78	
7117	Driver & Sales Workers	13,020	15,230	2,210	17.0	540	\$9.44	
3905	Teacher Aides/Education Assts	8,980	13,100	4,120	45.9	530	\$6.66	
5014	Dining Room/Cafeteria Helpers	10,660	11,960	1,300	12.2	480	\$6.23	
8035	Personal/Home Care Aides	5,720	9,410	3,690	64.5	470	\$7.36	
8014	Amusement & Recreation Attends	6,860	10,110	3,250	47.4	450	\$6.73	
9021	Stock Clerks, Sales Floor	27,050	25,650	-1,400	-5.2	400	\$6.99	
8028	Shipping/Receiving/Traffic Clerks	17,710	19,020	1,310	7.4	400	\$11.31	
3123	Adjustment Clerks	8,220	11,310	3,090	37.6	360	\$10.33	
3508	Bill & Account Collectors	5,370	7,870	2,500	46.6	360	\$10.56	
7947	Industrial Truck & Tractor Opers	9,460	10,850	1,390	14.7	340	\$10.60	
5335	Customer Service Reps	4,570	6,910	2,340	51.2	330	\$11.08	!
9030	Gardeners & Grndskprs, Exc Farm	7,100	8,730	1,630	23.0	320	N/A **	
8905	Vehicle Washers/Equip Cleaners	5,850	7,110	1,260	21.5	300	\$7.37	
5011	Food Servers	2,740	3,330	590	21.5	270	\$6.83	
7305	Postal Mail Carriers	7,830	8,460	640	8.2	250	\$16.26	
3938	Meat, Poultry, Fish Cutters	5,110	6,340	1,220	23.9	250	\$7.39	
5005	Bartenders	5,940	6,070	130	2.2	240	\$6.52	
5035	Cooks, Short Order	5,120	6,210	1,090	21.3	230	\$6.66	
9041	Laborers, Landscape/Grndskprs	4,010	5,140	1,130	28.2	220	\$9.60	

Teachers, Preschool & Kindergarten were broken out into two separate occupations in 1996.

1997 Average Hourly wage for Teachers, Preschool was: \$7.58

1997 Average Hourly wage for Teachers, Kindergarten was: \$17.71

* Gardeners & Groundkeepers were aggregated into

Laborers, Landscape/Groundkeepers (79041) in 1996

1997 Average Hourly wage for Laborers, Landscape Gardeners was:

\$9.60

Missouri Revised Statutes

Chapter 620

Department of Economic Development

Section 620.523

August 28, 1999

Missouri training and employment council established, purpose-- members, appointment, qualifications-- rules established in bylaws-- terms, expenses.

- 620.523. 1. There is hereby established the "Missouri Training and Employment Council".
2. The Missouri training and employment council shall study and make recommendations regarding the improvement of the state's job training service delivery network. Such recommendations will consider improved federal and state resource use and expanded coordination of state job training and employment activities with other related activities. Using the results of interdepartmental collaboration at early stages of policy formation, the council shall propose a statewide training and employment policy and a periodically updated plan of services for achieving Missouri's objective of full employment. The council shall serve as a forum for public and private sector representation to encourage cooperative uses of training and employment funding, facilities and staff resources for a more comprehensive and coordinated statewide system.
3. The Missouri training and employment council shall consist of thirty members appointed by the governor with the advice and consent of the senate. The governor shall designate one nongovernmental member to be chairman. The council shall be composed as follows:
- (1) Thirty percent of the membership shall be representatives of business, industry and agriculture, including individuals who are representatives of business, industry, and agriculture on private industry councils, job service employer committees or local education advisory committees within the state;
- (2) Thirty percent of the membership shall be:
- (a) Members of the general assembly and state agencies and organizations. One representative each from the department of economic development, the department of elementary and secondary education, the department of labor and industrial relations and the department of social services shall be appointed;
- (b) Representatives of the units or consortia of units of general local government which shall be nominated by the chief elected officials of the units or consortia of units of local government and the representatives of local educational agencies who shall be nominated by local educational agencies. One community college president or chancellor, one representative of the state council on vocational education and one director of an area vocational school shall be appointed to the council. To the extent feasible, such appointees shall have knowledge of or experience with economic development, job training, education or related areas;
- (3) Thirty percent of the membership shall be representatives of organized labor and representatives of community-based organizations in the state;
- (4) Ten percent of the membership shall be representatives of the general public.
- The composition and the roles and responsibilities of the Missouri training and employment council membership may be amended to comply with any succeeding federal or state legislative or regulatory requirements governing training and employment programs, except that the procedure for such change shall be outlined in state rules and regulations and adopted in the bylaws of the council.
4. Each member of the council shall serve for a term of four years and until a successor is duly appointed; except that, of the members first appointed, six members shall serve for a term of four years, eight members shall serve for a term of three years, eight members shall serve for a term of two years and eight members shall serve for a term of one year. Each member shall continue to serve until a successor is duly appointed. The council shall meet at least four times each year at the call of the chairman.
5. The members of the council shall receive no compensation, but shall be reimbursed for all necessary expenses actually incurred in the performance of their official duties.

Governor's Office
Office of Boards and Commissions
Missouri Training and Employment Council

[Board Home](#) || [Board Description](#) || [Board Members](#) || [Statute 620.523](#) || [Board Web Site](#)

Mr. Richard S. Hendin

Ballwin
Slot: "Business, Industry or Agriculture"
Term: 8/30/1999 to 8/28/2003

Mr. Milton J. Bischof, Jr.

Saint Louis
Slot: "Business, Industry or Agriculture"
Term: 8/30/1999 to 8/28/2003

Mr. Fred W. Grayson

Poplar Bluff
Slot: "Business, Industry or Agriculture"
Term: 12/10/1998 to 8/28/2002

Mr. Robert E. Bell

Saint Louis
Slot: "Business, Industry or Agriculture"
Term: 1/16/1997 to 8/28/2000

Mr. Ronald G. Breshears

Knob Noster
Slot: "Business, Industry or Agriculture"
Term: 8/31/1999 to 8/28/2003

Mr. James R. Dickerson

Camdenton
Slot: "Business, Industry or Agriculture"
Term: 1/16/1997 to 8/28/2000

Ms. Verneda F. Robinson

Parkville
Slot: "Business, Industry or Agriculture"
Term: 10/04/1999 to 8/28/2000

Ms. Patricia B. Reid

Liberty
Slot: "Business, Industry or Agriculture"
Term: 7/29/1999 to 8/28/2002

Ms. Patti A Penny

Springfield
Slot: "Business, Industry or Agriculture"
Term: 8/31/1999 to 8/28/2003

Mr. Joseph L. Driskill

Jefferson City
Slot: State and Local Government or Agencies
Term: 10/21/1998 to 8/28/2002

Dr. Kala M. Stroup

Jefferson City
Slot: State and Local Government or Agencies
Term: 1/16/1997 to 8/28/2000

Dale L. Gibson

Washington
Slot: State and Local Government or Agencies
Term: 9/30/1998 to 8/28/2001

Mr. Ronald W. Vessel

Jefferson City
Slot: State and Local Government or Agencies
Term: 1/20/2000 to 8/28/2002

Ms. Karla M. McLucas

Jefferson City
Slot: State and Local Government or Agencies
Term: 8/20/1997 to 6/27/1999

Mr. Lanny Ellis

Saint Joseph
Slot: State and Local Government or Agencies
Term: 9/05/1996 to 8/28/1999

Ms. Frances I. Brothers

Saint Joseph
Slot: Labor and Community 1
Term: 10/09/1997 to 8/28/2000

Mr. Michael E. O'Mara

Florissant
Slot: Labor and Community 3
Term: 10/14/1998 to 8/28/2000

Mr. William L. Treece

Sweet Springs
Slot: Labor and Community 5
Term: 1/21/1997 to 8/28/2000

Ms. Doris J. Jones

Saint Louis
Slot: Labor and Community 7
Term: 2/01/1996 to 8/28/1997

Ms. Yvonne S. Strauther

Saint Louis
Slot: Labor and Community 9
Term: 10/04/1999 to 8/28/2002

Ms. Grace Denise Cross

Jefferson City
Slot: State and Local Government or Agencies
Term: 7/29/1999 to 8/28/2001

Ms. Virginia F. Mee

Springfield
Slot: State and Local Government or Agencies
Term: 8/30/1999 to 8/28/2003

Mr. James N. (Jim) Jackson

Warrensburg
Slot: State and Local Government or Agencies
Term: 10/23/1998 to 8/28/2001

Mr. Herb Johnson

Osage Beach
Slot: Labor and Community 2
Term: 8/30/1999 to 8/28/2003

Ms. Alise G. Martiny-Byrd

Kansas City
Slot: Labor and Community 4
Term: 11/24/1998 to 8/28/2001

Mr. George Eberle, Jr

Saint Louis
Slot: Labor and Community 6
Term: 11/24/1998 to 8/28/2002

Mr. Palmer R. Nichols, II

Jefferson City
Slot: Labor and Community 8
Term: 1/11/2000 to 1/11/2004

Ms. Mary C. Brewster

Saint Louis
Slot: Public Member 1
Term: 7/29/1999 to 8/28/2002

John E. Dial

Mexico

Slot: Public Member

Term: 11/24/1998 to 8/28/2002

Mrs. Edna E. Freeman

Saint Charles

Slot: Public Member 3

Term: 11/04/1993 to 8/28/1997

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CONFFLICT OF INTEREST & CONFIDENTIALITY

This policy sets forth conflict-of-interest prohibitions and confidentiality requirements of Department employees and appointees.

This policy consists of ten parts:

- I. Statutory definitions of terms used throughout this policy;
 - II. Prohibition on allowing pecuniary interests to influence decision-making;
 - III. Limitations on outside transactions with the Department;
 - IV. Limitations applicable after leaving the Department;
 - V. Prohibited acts by persons with rulemaking authority;
 - VI. Prohibited acts by persons in judicial or quasi-judicial positions;
 - VII. Prohibition on use of confidential information for financial gain;
 - VIII. Prohibition on disclosures of confidential information;
 - IX. Avoiding the appearance of impropriety;
 - X. Consequences.

I. Definitions of Terms

A. “Adversary proceeding”:

Any proceeding in which a record of the proceedings may be kept and maintained as a public record at the request of either party by a court reporter, notary public or other person authorized to keep such record by law or by any rule or regulation of the agency conducting the hearing; or from which an appeal may be taken directly or indirectly, or any proceeding from the decision of which any party must be granted, on request, a hearing de novo; or any arbitration proceeding; or a proceeding of a personnel review board of a political subdivision; or an investigative proceeding initiated by an official, department, division, or agency which pertains to matters which, depending on the conclusion of the investigation, could lead to a judicial or administrative proceeding being initiated against the party by the official, department, division or agency. (§ 105.450(1), RSMo)

B. “Business with which a person is associated”:

1. Any sole proprietorship owned by himself or herself, the person's spouse or any dependent child in the person's custody;
2. Any partnership or joint venture in which the person or the person's spouse is a partner, other than as a limited partner of a limited partnership, and any corporation or limited partnership in which the person is an officer or director or of which either the person or the person's spouse or dependent child in the person's custody whether singularly or collectively owns in excess of ten percent of the outstanding shares of any class of stock or partnership units; or
3. Any trust in which the person is a trustee or settlor or in which the person or the person's spouse or dependent child whether singularly or collectively is a beneficiary or holder of a reversionary interest of ten percent or more of the corpus of the trust.

(§ 105.450(3), RSMo)

C. “Confidential information”:

All information whether transmitted orally or in writing which is of such a nature that it is not, at that time, a matter of public record or public knowledge. (§ 105.450(5), RSMo)

D. “Dependent child” or “dependent child in the person's custody”:

All children, stepchildren, foster children and wards under the age of eighteen residing in the person's household and who receive in excess of fifty percent of their support from the person. (§ 105.450(7), RSMo)

E. “Public document”:

A state tax return or a document or other record maintained for public inspection without limitation on the right of access to it and a document filed in a juvenile court proceeding. (§ 105.450(9), RSMo)

II. Prohibition on Allowing Pecuniary Interests to Influence Decision-making

No Department employee or appointee shall:

- A. Act or refrain from acting in any capacity in which he or she is lawfully empowered to act as such employee/appointee by reason of any payment, offer to pay, promise to pay, or receipt of anything of actual pecuniary value paid or payable, or received or receivable, to the employee/appointee or any third person, including any gift or campaign contribution, made or received in relationship to or as a condition of the performance of an official act, other than compensation to be paid by the Department; or
- B. Favorably act on any matter that is so specifically designed so as to provide a special monetary benefit to such employee/appointee or his or her spouse or dependent children, including but not limited to increases in retirement benefits, whether received from the state of Missouri or any third party by reason of such act. For the purposes of this subdivision, "special monetary benefit" means being materially affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected. In all such matters such officials must recuse themselves from acting and shall not be relieved by reason of the provisions of section 105.460, except that such official may act on increases in compensation subject to the restrictions of section 13 of article VII of the Missouri Constitution; or
- C. Use his or her decision-making authority for the purpose of obtaining a financial gain which materially enriches the employee/appointee, his or her spouse or dependent children by acting or refraining from acting for the purpose of coercing or extorting from another anything of actual pecuniary value.

(§ 105.452(1), (4)-(5), RSMo)

III. Limitations on Outside Transactions with the Department

No Department employee or appointee serving in an executive or administrative capacity shall:

- A. Perform any service for any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power for receipt or payment of any compensation, other than of the compensation provided for

- the performance of his or her official duties, in excess of five hundred dollars per annum, except on transactions made pursuant to an award on a contract let or sale made after public notice and competitive bidding, provided that the bid or offer is the lowest received;
- B. Sell, rent or lease any property to any agency of the state in which he is an employee/appointee or over which he or she has supervisory power and received consideration therefor in excess of five hundred dollars per year unless the transaction is made pursuant to an award on a contract let or sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received;
 - C. Participate in any matter, directly or indirectly, in which he or she attempts to influence any decision of any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power, when the employee/appointee knows the result of such decision may be the acceptance of the performance of a service or the sale, rental, or lease of any property to that agency for consideration in excess of five hundred dollars value per annum to the employee/appointee, to his or her spouse, to a dependent child in his or her custody or to any business with which the employee/appointee is associated unless the transaction is made pursuant to an award on a contract let or sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received;
 - D. Perform any services during the time of employment/appointment for any consideration from any person, firm or corporation, other than the compensation provided for the performance of his or her official duties, by which service he or she attempts to influence a decision of any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power.

(§ 105.454(1)-(4), RSMo)

IV. Limitations Applicable after Leaving the Department

No Department employee or appointee serving in an executive or administrative capacity shall:

- A. Perform any service for consideration, during one year after termination of his or her employment or appointment with the Department, by which performance the person attempts to influence a decision of any agency of the state in which the person was an employee/appointee or over which he or she had supervisory power, **except that** this provision shall not be construed to prohibit any person from performing such service and receiving compensation

therefor, in any adversary proceeding or in the preparation or filing of any public document or to prohibit an employee of the executive department from being employed by any other department, division or agency of the executive branch of state government.

- B. Perform any service for any consideration for any person, firm or corporation after termination of the person's employment or appointment with the Department in relation to any case, decision, proceeding or application with respect to which the person was directly concerned or in which the person personally participated during the period of his or her employment or appointment.

(§ 105.454(5)-(6), RSMo)

V. Prohibited Acts by Persons with Rulemaking Authority

- A. No member of any agency of the state who is empowered to adopt a rule or regulation, other than rules and regulations governing the internal affairs of the agency, or who is empowered to fix any rate, or who participates in or votes on the adoption of any such rule, regulation, rate or plan shall:
1. Attempt to influence the decision or participate, directly or indirectly, in the decision of the agency in which he is a member when he knows the result of such decision may be the adoption of rates or zoning plans by the agency which may result in a direct financial gain or loss to him, to his spouse or a dependent child in his custody or to any business with which he is associated;
 2. Perform any service, during the time of his employment, for any person, firm or corporation for compensation other than the compensation provided for the performance of his official duties, if by the performance of the service he attempts to influence the decision of the agency of the state or political subdivision in which he is a member;
 3. Perform for one year after termination of his employment any service for compensation for any person, firm or corporation to influence the decision or action of the agency with which he served as a member; provided, however, that he may, after termination of his office or employment, perform such service for consideration in any adversary proceeding or in the preparation or filing of any public document or conference thereon unless he participated directly in that matter or in the

receipt or analysis of that document while he was serving as a member.

- B. No such member or any business with which such member is associated shall knowingly perform any service for, or sell, rent or lease any property to any person, firm or corporation which has participated in any proceeding in which the member adopted, participated in the adoption or voted on the adoption of any rate or zoning plan or the granting or revocation of any license during the preceding year and received therefor in excess of five hundred dollars per annum except on transactions pursuant to an award on contract let or of sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received.

(§ 105.462, RSMo)

VI. Prohibited Acts by Persons in Judicial or Quasi-judicial Positions

- A. No person serving in a judicial or quasi-judicial capacity shall participate in such capacity in any proceeding in which:
1. The person knows that a party is:
 - a. Himself or herself;
 - b. The person's:

•parent	•stepparent
•guardian	•foster parent
•spouse	•former spouse
•child	•stepchild
•foster child	•ward
•grandparent	•great-grandparent
•sister	•brother
•niece	•nephew
•aunt	•uncle
•cousin;	
 - c. Any firm or corporation in which the person has an ownership interest; or
 - d. Any trust in which the person has any legal, equitable or beneficial interest.

2. The person knows the subject matter is such that the person may receive a direct or indirect financial gain from any potential result of the proceeding, except that no provision in this subsection shall be construed to prohibit the person from participating in any proceeding by reason of the fact that the state, or any agency of the state, or any agency of a political subdivision thereof, is a party.
- B. No provision in the section shall be construed to prohibit the person from entering an order disqualifying himself or herself or transferring the matter to another court, body, or person for further proceedings.

(§ 105.464, RSMo)

VII. Prohibition on Use of Confidential Information¹ for Financial Gain

No Department employee or appointee shall:

- A. Use confidential information obtained in the course of or by reason of his or her employment or appointment in any manner with intent to result in financial gain for himself or herself, his or her spouse, dependent child in his or her custody, or any business with which the employee/appointee is associated;
- B. Disclose confidential information obtained in the course of or by reason of his or her employment or appointment in any manner with intent to result in financial gain for himself or herself or for any other person.

(§ 105.452(2)-(3), RSMo)

VIII. Prohibition on Disclosures of Confidential Information

There are statutes specifically stating that certain information is confidential or may be deemed confidential by the Department and/or its Divisions and Boards. These statutes include Sections 610.021, 620.014, 620.1029, 620.010.14(7), 620.111, 361.070 & .080, 369.294, 408.689, 622.400 and 622.617.

Because of these and other statutory provisions requiring or allowing information to be closed to the public, the Department requires you to keep Departmental business confidential. The Department has every new employee sign an oath to keep confidential the affairs of any

¹ For the purposes of this Section, the definition of "confidential information," is that found in Section I of this policy.

regulated entity of the Department, along with any facts about such entities that you come to know by virtue of your position. Violating this oath can result in termination of your employment.

IX. Avoiding the Appearance of Impropriety

Beyond the conflict of interest provisions set forth by statute which are stated in previous sections of this policy, the Department expects its employees and appointees to avoid the appearance of impropriety. You must avoid using your position for private gain; giving preferential treatment to any person or entity; losing your independence or impartiality in making decisions; or acting in any way which might erode public confidence in the integrity of the Department.

As an employee or appointee of the State of Missouri, you are prohibited from accepting gifts, things of value or of monetary advantage, whether directly or indirectly, from members of the public or private interests which, if accepted would result in a personal benefit to you or have the appearance of improperly influencing the performance of your official duties.

If someone should offer you a gift, you should refuse it graciously and explain why you cannot accept it. Exceptions to this are:

- Inexpensive advertising items bearing the name of a business, such as pens, pencils, paper weights, calendars or telephone book covers.
- Occasional payment by others for a meal or incidental entertainment which you cannot refuse without undue rudeness. However, frequent payment of an employee's or appointee's meal is improper.

X. Consequences

Possible consequences for violation of the conflict of interest and confidentiality laws and/or this policy include the following:

A. Disciplinary Action or Termination of Appointment:

An employee who violates the provisions of this policy is subject to disciplinary action by the Department, up to and including termination of employment.

An appointee in the Department who violates the provisions of this policy may be subject to removal pursuant to law.

B. Criminal Prosecution:

Any person who knowingly violates the provisions of Sections 105.450 through 105.498, RSMo, is guilty of a class B misdemeanor for the first such offense, and guilty of a class D felony for any second or subsequent offense.

C. Judicial Enforcement:

The Ethics Commission may seek an order for a person to cease and desist any unlawful activity, pay any applicable penalties, and to file any reports or other documents required by law.

D. Report to Supervising Authority:

The Commission may report the violation to the person's supervising authority.

Appointment Requirements and Certification Process Guidelines for Selecting Local Workforce Investment Board Members

Chief local elected officials in each workforce investment area will appoint the Local Workforce Investment Board. The following information describes the process that chief local elected officials must follow for the selection and appointment of local workforce investment board members.

Local workforce investment board members must be individuals who are leaders in developing local policy. These members should possess qualities of hands-on, results oriented leadership, a willingness to question and improve process while thinking globally. The new Workforce Investment Board members must be committed to the new opportunities possible in the Workforce Investment Act and vigilant in the commitment that this will not be business as usual.

No core or intensive services should be provided by local workforce investment boards, their staff or administrative designees, nor shall they be designated or certified as a one-stop operator after June 30, 2000. Chief local elected officials, may request that the Missouri Training and Employment Council recommend grant exemption to the Governor from this service prohibition, if it can be shown there are no feasible alternatives. The intent of the Workforce Investment Act was to charge the Local Workforce Investment Boards with responsibility of making policy and not the delivery of service.

The Local Workforce Investment Board must include two or more members representing the following categories.

Local Area Business Representatives

Representatives of businesses and industries with employment opportunities that reflect local labor market needs, including individuals who are business owners, chief executives, operating officers or other executives with optimum decision making authority.

Business representatives must constitute a majority of the Local Workforce Investment Board membership. A business representative will be elected to act as the chairperson of the Local Board. Business representatives are to be appointed from among individuals nominated by local business organizations and business trade associations.

Education Agencies

Representatives of local educational agencies, school boards, entities providing adult education and literacy activities and postsecondary educational institutions including representatives of community colleges, shall be selected from among individuals nominated by their peers.

Representatives of educational entities will be selected from individuals nominated by regional or local educational agencies, institutions or organizations. These individuals must have optimum decision making authority.

Organized Labor

Representatives of labor organizations (for a local area in which employees are represented by labor organizations), shall be nominated by local labor federations or (for a local area in which no employees are represented by such organizations) other representatives of employees. These individuals must have optimum decision making authority.

Community-Based Organizations

Representatives of community based organizations including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present. These individuals must have optimum decision making authority.

Economic Development Agencies

Representatives of economic development agencies including private sector economic development agencies. These individuals must have optimum decision making authority.

The Local Workforce Investment Board must include at least one member representing each of the following groups.

Others

- Representatives of each of the One-Stop Career Center Partners.
- Other individuals or representatives of entities the Chief Local Elected Official determines to be appropriate.

Local workforce investment board members that represent other organizations, agencies or entities shall be individuals with optimum decision making authority. Other than individuals representing business, an individual may represent more than one entity. For example, a representative of a community-based organization that is a one-stop career center partner representative, represents two separate groups.

In order to maintain the partnership between the Workforce Investment Board and Chief Local Elected Officials, Chief Local Elected Officials may not serve on the local boards if they are parties to the Chief Local Elected Official agreement.

When appointing members to the Local Workforce Investment Board, consideration will be given to the racial, ethnic and cultural diversity of the labor markets within the Local Workforce Investment Area. It is recommended that this be done by considering the racial, ethnic and cultural composition of potential customers (the general population) in the Workforce Investment Area and value of appointing local workforce investment board members representing the population composition where such diversity is widely acknowledged to exist.

Local workforce investment board members must be appointed and operational in every local area by April 1, 2000. The Private Industry Council for the local area will perform the responsibilities of a local workforce investment board until the Local Board is appointed and certified.

The Division of Workforce Development should receive the initial *Request for Local Workforce Investment Board Certification and Membership List* as soon as possible following the appointment of the initial membership of the Local Board. If the Division has not notified the Chief Local Elected Official of the certification or denial of certification of the Local Board within 30 days of the date of the initial submission of the *Request for Local Workforce Investment Board Certification and Membership List*, the Chief Local Elected Official should consider the certification approved and the Local Workforce Investment Board may begin conducting business.

Conflict of Interest

A member of a local workforce investment board may not vote on a matter under consideration by the Local Workforce Investment Board regarding provision of services by such member, by an entity that such member represents, (or by which the member is employed) or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local workforce investment board member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

A business sector representative may not be an employee of a public sector organization represented on the Local Workforce Investment Board, including state and local governmental agencies.

These provisions should not be construed to prohibit local workforce investment board members from training or employing Workforce Investment Act participants.

Certification by the Governor

After selecting local workforce investment board members from the nominees submitted, the Chief Local Elected Officials must submit the membership information in the form of the *Request for Local Workforce Investment Board Certification and Membership List* to the Division of Workforce Development for certification of the Local Workforce Investment Board by the Governor.

The Division of Workforce Development, acting for the Governor, will review the *Request for Local Workforce Investment Board Certification and Membership List* and forward those requests meeting the requirements of the Act, this issuance and other applicable state and federal regulations, to the Governor. After certification by the Governor, the Division will provide the Chief Local Elected Officials and the Local Workforce Investment Board chair written notification of the Governor's certification of the Local Workforce Investment Board.

Whenever the Local Workforce Investment Board membership falls below 51% business representatives, or when more than one non-business category (other than One-Stop partners) has lost both members, or when any vacancy is for more than 120 days, the Local Workforce Investment Board will be considered to be out of compliance with the Act. When this occurs, the Division reserves the right to withhold recognition of local board actions until the Local Board meets the membership requirements stipulated in the Act.

Chair Requirements

The Local Workforce Investment Board chair must be selected from among the members of the Local Workforce Investment Board who represent business. Any other officer who may assume the responsibilities of the Chair must be selected from among the members of the Local Board who represent business.

The vice-chair must fill the office of chair within 120 days of a vacancy.

Term Expiration

The certification of the Local Workforce Investment Board will expire June 30, 2002, and the last day of June every two years thereafter. A new *Request for Local Workforce Investment Board Certification and Membership List* must be submitted to Division of Workforce Development by April 1, 2002, and on the first day of April every two years thereafter.

Notification of Member Changes

Whenever a change in the voting membership of the Local Workforce Investment Board occurs, the Division of Workforce Development must be notified in writing within five working days of the effective date of new members' appointment. The notification must be from the Chief Local Elected Official or by someone designated in the Chief Local Elected Official Agreement to notify the Division. The *Local Workforce Investment Board Composition Change* form accompanied by letters of nomination and appointment may be used to satisfy the requirement of written notification to the Division. The Division will review the certification in light of the new membership to ensure it is still in compliance with Section 117 of the Act.

WIA ALLOCATIONS FOR PY 2000

*based on Federal Register, 2/17/2000, DOL Notice

	Adult	Youth	Dislocated Wkr	Total
Northwest Region	\$ 520,617	\$ 497,723	\$ 434,053	\$ 1,452,393
Northeast Region	198,442	172,655	392,670	763,767
Kansas City & Vicinity	1,928,385	1,973,031	1,182,609	5,084,025
West Central Region	335,016	331,021	496,586	1,162,623
St. Louis City	2,791,023	2,922,039	1,392,279	7,105,341
Southwest Region	211,282	207,186	448,766	867,234
Ozark Region	827,618	872,801	658,436	2,358,855
Central Region	1,009,718	1,000,209	803,733	2,813,660
South Central Region	773,922	751,347	526,932	2,052,201
Southeast Region	1,306,213	1,334,802	788,100	3,429,115
East Jackson Co. KC	120,232	140,506	291,514	552,252
St. Louis County	1,466,133	1,506,267	1,269,052	4,241,452
St. Charles County	59,533	71,444	256,569	387,546
Jefferson/Franklin Consortium	124,902	126,217	254,730	505,849
	\$ 11,673,036	\$ 11,907,248	\$ 9,196,029	\$ 32,776,313
				\$ 32,776,313

as of March 1, 2000

Attachment 12

DISLOCATED WORKERS ALLOCATION

Northwest Region	\$	287,836
Northeast Region		259,328
Kansas City & Vicinity		1,350,897
West Central Region		363,243
St. Louis City		1,673,677
Southwest Region		357,726
Ozark Region		646,481
Central Region		682,345
South Central Region		463,480
Southeast Region		710,853
East Jackson Co. KC		332,896
St. Louis County		1,511,827
St. Charles County		286,916
Jefferson/Franklin Consortium		268,524
*Total		\$ 9,196,029

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Attachment 12

ADULT ALLOCATION

Northwest Region	\$	520,617
Northeast Region		198,442
Kansas City & Vicinity		1,928,385
West Central Region		335,016
St. Louis City		2,791,023
Southwest Region		211,282
Ozark Region		827,618
Central Region		1,009,718
South Central Region		773,922
Southeast Region		1,306,213
East Jackson Co. KC		120,232
St. Louis County		1,466,133
St. Charles County		59,533
Jefferson/Franklin Consortium		124,902
*Total		\$ 11,673,036

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Attachment 12

YOUTH ALLOCATION

Northwest Region	\$	497,723
Northeast Region		172,655
Kansas City & Vicinity		1,973,031
West Central Region		331,021
St. Louis City		2,922,039
Southwest Region		207,186
Ozark Region		872,801
Central Region		1,000,209
South Central Region		751,347
Southeast Region		1,334,802
East Jackson Co. KC		140,506
St. Louis County		1,506,267
St. Charles County		71,444
Jefferson/Franklin Consortium		126,217
*Total		\$ 11,907,248

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Missouri Division of Workforce Development

One-Stop Career Center System

One-Stop Operator Designation/Certification Guide:

A Framework for High Quality Service and Continuous Improvement

One-Stop Operator Designation/Certification Guide

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A: Introduction

Missouri's vision is to improve the state's workforce and strengthen its economy by developing one-stop career centers that offer labor market information, provides access to career training and job placement services, and serves as the connection between employers and qualified workers. Missouri is committed to the development, systematic review, and improvement of the workforce investment system to one that is customer focused, anticipates and plans for future needs of customers, anticipates and plans for future business directions, and delivers improved results.

As each area implements one-stop career centers, the Local Workforce Investment Boards (LWIB) will develop a memoranda of understanding (MOU) with the agencies which are participating in the operation of or providing services through a local one-stop career center. The primary purpose of the guide is to assist local officials in the designation/certification of One-Stop Operators that are capable of meeting or exceeding quality standards established by the Missouri Training and Employment Council (MTEC) and Local Workforce Investment Boards. In essence, granting certification will endorse the ability and readiness of an operator to deliver high quality services to its customers.

Missouri's guide for designation and certification places the primary authority and responsibility for setting performance measures and standards with the Local Workforce Investment Board. To ensure consistency of quality across the One-Stop Delivery System, MTEC, has established a statewide vision and measurement architecture and is encouraging Local Workforce Investment Boards to use this framework for innovation in the design of the One-Stop delivery system.

The MTEC is offering, as an example for One-Stop Operator Certification, one of the most compelling private sector frameworks, the Malcolm Baldrige National Quality Award Criteria. The Baldrige Award Criteria are designed to help organizations enhance their competitiveness through focus on dual, results-orientated goals:

- delivery of ever-improving value to customers, resulting in marketplace success; and
- improvement of overall organizational performance and capabilities

B: Establishing the One-Stop Delivery System

The Workforce Investment Act (WIA) has expanded the mandatory partners and programs. WIA identifies a three tiered approach for serving job and training seeker customers, which uses a unified employer outreach and services approach to identify employer hiring and training needs and to fulfill those needs. To address areas of improvement in the current certification process identified by the Local Workforce Investment Boards and partners, and to address the new requirements under the WIA, the following One-Stop Operator Designation/Certification Guide has been developed.

I. Partnering for One-Stop Operator Designation / Certification

Missouri will continue to encourage the presence, participation, and provision of services from the initial federal and state mandated partner agencies through a One-Stop delivery system. These federally mandated partners and partners identified in the state MOU include the following:

- ✓ **Department of Economic Development – Division of Workforce Development**
Workforce Investment Act Title I, Wagner-Peyser, DVOP/LVER, TAA/NAFTA, WtW, CDBG, HUD, Community Development, Migrant and Seasonal Farm Workers, INA, Job Corps, Youth Opportunity Grants, National Community Service Trust Act, WOTC/WtW Employer Incentives
- ✓ **Department of Elementary and Secondary Education**
WIA Title II, Adult Education and Literacy Act, Carl D. Perkins Vocational and Applied Technology Education Act, Vocational-Rehabilitation Services, National Community Service Trust Act.
- ✓ **Department of Social Services – Division of Aging, Division of Family Services, Division of Child Support Enforcement**
TANF, Title V of Older American Act, Rehabilitation Services for the Blind, Community Services Block Grant
- ✓ **Department of Labor and Industrial Relations – Division of Employment Security**
Unemployment Insurance
- ✓ **Coordinating Board for Higher Education**
Post Secondary Education, State & Federal Financial Aid Programs, Title IV of the Higher Education Act, Proprietary School Certification

II. One-Stop Center System Labels

To allow customers to understand what they may expect at different points in the One-Stop Center System, Missouri will use the following labels and definitions.

One-Stop Partner – is an agency/organization that participates in the delivery of products and services through the workforce investment system.

One-Stop Center – is a center (a single facility) which provides fulltime access to core, intensive, and training services on site, and has, at a minimum, the programs and services of the federal and state mandated partner agencies.

-- *The Local Workforce Investment Boards will determine which of their existing centers will meet the definition of a one-stop career center under the Workforce Investment Act*

One-Stop Affiliate (Satellite) Site(s) – is a center (a single facility) that provides less than fulltime access to core and intensive services, provides information, and has less than the federal and state mandated partners.

-- *The above option would apply to those existing and future centers that may not meet the complete requirements to be one-stop career centers under the Workforce Investment Act*

III. Designation of a One-Stop Center Operator

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for the Workforce Investment Act as published in the Federal Register One-Stop Operators "are responsible for administering one-stop career centers." It is important to distinguish the role of a One-Stop Operator with that of the Local Workforce Investment Board, which has responsibility for making decisions about the local One-Stop service delivery system.

As background, the excerpts from the WIA Regulations and MTEC policies are furnished to provide guidance to the designation/certification of the One-Stop Operator.

"Sec. 662.400 Who is the One-Stop operator?

(a) The One-Stop operator is the entity that performs the role described in paragraph (c) of this section. The types of entities that may be selected as the One-Stop operator include:

- (1) A post-secondary educational institution;
- (2) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- (3) A private, nonprofit organization (including a community-based organization);
- (4) A private for-profit entity;
- (5) A government agency; and
- (6) Another interested organization or entity.

(b) One-Stop operators may be a single entity or a consortium of entities and may operate one or more one-stop career centers. In addition, there may be more than one One-Stop operator in a local area.

(c) The agreement between the Local Board and the One-Stop operator shall specify the operator's role. That role may range between simply coordinating service providers within the center to being the primary provider of services within the center. (WIA sec. 121(d).)"

"Sec. 662.410 How is the One-Stop operator selected?

(a) The Local Board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area.

(b) The One-Stop operator is designated or certified:

- (1) Through a competitive process, or
- (2) Under an agreement between the Local Board and a consortium of entities, that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d).)"

"Sec. 662.430 Under what conditions may existing One-Stop delivery systems be certified to act as the One-Stop operator?"

Under WA section 121(e), the Local Board, the chief elected official and the Governor may agree to certify an entity as a One-Stop operator under the following circumstances:

(a) A One-Stop delivery system, consistent with the scope and meaning of the term in WIA section 134(c), existed in the local area prior to August 7, 1998;

(b) The certification is consistent with the requirements of:

(1) WIA section 121(b) and;

(2) The Memorandum(s) of Understanding; and

(c) The certification must be made public, in accordance with the "sunshine provision" in WIA section 117(e). (WIA section 121(e).)"

"Sec. 663.155 How are core services delivered?"

Core services must be provided through the One-Stop delivery system. Core services may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the Local Board."

Additional entries in Part 663 indicate that intensive services may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the Local Board.

The One-Stop operator(s) also has a role:

- in determining when adults and dislocated workers are in need of intensive services to obtain employment or to obtain or retain employment that leads to self-sufficiency; and
- in need of training services and to have the skills and qualifications to successfully complete the selected training program.

The State Board, MTEC has mandated no core or intensive services will be provided by Local Workforce Investment Boards, their staff or administrative designees, nor shall they be designated or certified as a One-Stop Operator after June 30, 2000.

Local Design of One-Stop Delivery System and the One-Stop Operator(s) Options

It is important that local boards consider all of the options available to them in designating the One-Stop Operator(s) for the system in their area. The following are some guiding principles that will be helpful as those discussions take place.

A. Guiding Principles

- One-Stop Operator(s) should be chosen based on their ability to deliver desired results and to achieve customer satisfaction in alignment with the Local Workforce Investment Board's desired outcomes.
- The goal in Missouri's workforce development system is to achieve MTEC and Local Workforce Investment Board desired and customer-desired results, including customer satisfaction. Collaboration/integration among agencies in the integrated delivery of products/services to customers continues to be the preferred method to achieve this.
- When choosing One-Stop Operators, the overall needs of the One-Stop delivery system for the area should be considered as well as the needs of specific customer groups and geographic areas. This choice should not be based solely on one center since One-Stop Operators may also have a role with affiliated sites.
- Non-mandated partners should be encouraged to become involved as feasible.

B. Scenarios and Considerations for Choosing the One-Stop Operator(s)

Local Workforce Investment Boards should be aware there are a variety of One-Stop Operator scenarios that could be developed to meet local needs. Varied options could be pursued if there are some large centers and some small centers, or a number of similar-sized centers, or a large geographic area.

I. Scenarios

- a. A single agency One-Stop Operator scenario could involve:
 - A separate One-Stop Operator for each One-Stop Center in the area, or
 - A single One-Stop Operator for the entire area, or
 - A single One-Stop Operator for a few centers and separate One-Stop Operator for other centers.
- b. Under a One-Stop Operator Consortium, there could be:
 - Multiple agencies that bring different areas of expertise, and
 - A different consortia for each One-Stop Center, or
 - One consortia for the entire area.

II. Considerations for Designating the One-Stop Operator(s)

a. Single entity One-Stop Operator:

- The single agency One-Stop Operator may be one of the WIA mandated partners.
- The designated One-Stop Operator(s), if they are going to provide WIA Title I services, should be located at the One-Stop Center.
- The current One-Stop Center managers could be designated as the One-Stop Operator, or the One-Stop Operator could be a part of a management team.
- The One-Stop Operator could be from the private sector and then subcontract for service delivery.

b. One-Stop Operator Consortia

- A One-Stop Operator consortium could hire a private company for specific services.
- A group of partner agencies could be a One-Stop Operator consortium with a designated fiscal agent; similar to the system used by the local inter-agency teams to operate under the One-Stop grant.
- The entire existing local inter-agency team could be a One-Stop Operator consortium.

C. Role Options of the One-Stop Operator and Related Issues

The local board determines the role of the One-Stop Operator in implementing the Local Workforce Investment Board's vision for universal and core services, leading to achievement of results. This role could differ among the One-Stop operator(s) that may be chosen in an area.

1. The least comprehensive role of a One-Stop Operator could be serving as the "administrator of services", but contracting for the actual service provision. Refer to the list on page 4 for an example of the types of entities that may be selected as the One-Stop operator.
2. Except for the Local Workforce Investment Board and their staff, the One-Stop Operator could serve as the One-Stop delivery system facility coordinator, while at the same time serving as the fiscal or administrative manager, without providing any services directly.
3. The Local Workforce Investment Board should consider the impact, if an area-wide One-Stop Operator does have a coordination role, on existing One-Stop Center managers and One-Stop Center management teams.
4. In determining the role of the One-Stop Operator, the Local Workforce Investment Board should provide guidance on how the One-Stop Operator relates to other agencies.

5. The largest role for the One-Stop Operator would be to serve as both a primary service provider and the coordinator of One-Stop delivery system services by the other WIA mandatory and non-mandatory partners. Refer to the list on page 4 for an example of the types of entities that may be selected as the One-Stop operator.

D. RFP/Contractual Issues and Considerations

1. Under WIA, the Local Workforce Investment Board may conduct a competitive process in designation/certification of the One-Stop Operator. The Local Workforce Investment Board may opt to use an RFP process for some parts of the Workforce Investment Area, but choose a consortia approach in other parts.
2. Authority flows from the Local Workforce Investment Board to the One-Stop Operator by contract or by MOU between the Local Workforce Investment Board and One-Stop Partners.
3. In order to gather information on which direction to go, the Local Workforce Investment Board could do a preliminary research to determine if an RFP process is needed, or if agreeable consortia approaches are possible.
4. The RFP should address, at a minimum:
 - a. The specific services that the One-Stop Operator would be expected to provide and the parameters under which they would operate.
 - b. How the One-Stop Operator would address services to diverse populations.
 - c. How a One-Stop Operator will document the performance effectiveness in a One-Stop Center environment.
 - d. How accountability and the WIA Performance Measures will be handled.
 - e. The specific technology requirements that the One-Stop Operator would need to have.
 - f. Any other expectations that would be included in the Local Plan.

IV. Designation Time-period of a One-Stop Operator

A Local Workforce Investment Board may designate a One-Stop Operator for a period of two years based upon the funding cycle and performance.

V. Effective Date for Designation of a One-Stop Operator

Local Workforce Investment Boards may use this guide in designating a One-Stop operator before July 1, 2000.

VI. Selection and Certification of One-Stop Operator

The Local Workforce Investment Board may certify One-Stop Operator(s) or designate consortium(s) of entities of three or more of the One-Stop partners.

Any entity applying for certification as a designated operator at a minimum should meet all requirements of the Workforce Investment Act. Access to core services identified under the Workforce Investment Act must be made available through a One-Stop Center, and the Local Workforce Investment Board must have a Memorandum of Understanding in place with all center partners.

VII. Termination or De-certification of One-Stop Operator

A Local Workforce Investment Board may terminate or de-certify an operator for any of the following reasons:

- ✓ Failure to meet performance measures
- ✓ Failure to perform a self-assessment
- ✓ Failure to gather customer satisfaction information and to demonstrate a positive response to customer needs, feedback and ratings

Before certification can be terminated, the One-Stop Operator must develop and deploy a corrective action plan. The Local Workforce Investment Board must approve the plan. The Division of Workforce Development can provide technical assistance to the One-Stop Operator.

VIII. Re-Certification of One-Stop Operator

The corrective action plan will build on the initial certification guide, and the One-Stop Operator must demonstrate acceptable levels of performance results. Acceptable performance results will be measured against the certification issued to the operator (containing the Local Workforce Investment Board's performance requirements), the WIA performance measures, customer satisfaction measures, use of self-assessment tools, and continuous improvement efforts.

If a One-Stop Center or Satellite relocates to another facility, the operator may run the center or satellite under its existing certification. For example: a One-Stop Center or Satellite relocates to a new location due to flooding, loss of lease, fire, water, etc. and keeps the same host agency, level of partner commitment and services; the operator retains its existing certification. If a center or satellite relocates from an existing designated operator to a new One-Stop Operator, the new operator must apply to the Local Workforce Investment Board for certification. For example: if the partners to the original certification change, the new operator must apply for certification.

IX. One-Stop Center Continuous Improvement

To ensure improved customer satisfaction results, employee satisfaction, and organizational excellence; the Local Workforce Investment Board should annually conduct an organizational self-assessment of the local workforce delivery system. The Local Workforce Investment Board may choose to select from any of the following options for an assessment.

- ✓ Simply Better!
- ✓ One-Stop Career Center Self-Assessment Guide
- ✓ Locally selected assessment tool and process based on the Baldrige Criteria
- ✓ Missouri Quality Award Criteria
- ✓ The Show Me Challenge Self-Assessment
- ✓ The Baldrige Award Criteria

To support the State's focus on recognition for organizational excellence, each Local Workforce Investment Area is encouraged to submit a Missouri Quality Award Criteria application at least every three years.

See Attachment 1.

X. One-Stop Center Signage

Only sites authorized by Local Workforce Investment Board may utilize the One-Stop LOGO. Appropriate signs are:

- ✓ **One-Stop Partner** – is an agency/organization that participates in the delivery of products and services through the workforce investment system.
- ✓ **One-Stop Center** – is a center (a single facility) which provides fulltime access to core, intensive, and training services on site, and has, at a minimum, the programs and services of the federal and state mandated partner agencies.
- ✓ **One-Stop Affiliate (Satellite) Site** – is a center (a single facility) that provides less than fulltime access to core and intensive services, provides information, and has less than the federal and state mandated partners.

ATTACHMENT 1

Applying the Baldrige Criteria – the Missouri Quality

The 2000 Baldrige Award Criteria includes seven major categories and a total of 19 items within those categories. The seven categories are:

- Category 1 – Leadership
- Category 2 -- Strategic planning
- Category 3 -- Customer and market focus
- Category 4 -- Information and analysis
- Category 5 -- Human resource focus
- Category 6 -- Process management
- Category 7 -- Business results.

Categories 1 – 6 of the Bladrige are evaluated based on the organization's approach and deployment under the criteria. Category 7, Results, is evaluated on the results obtained through the organization's approach and deployment in Categories 1 - 6.

The state has established a set of measures (measurement architecture) and targets consistent with the subcategories in Category 7 – customer focused results, financial and market results, human resource results, supplier and partner results, organizational effectiveness results -- and consistent with the MTEC and WIA visions. Local Workforce Investment Boards are to define specific measurements and targets that are consistent with the broad state measures and which align local priorities with the state measures. The WIA performance measures and the state's measurement architecture represent the state's policy. The Local Workforce Investment Boards have the authority and responsibility to establish locally the measures and targets that will define high performance career centers within the broad state framework.

Leadership:

Leadership at all levels of Missouri's Workforce Investment System will be committed to building customer focus and clearly communicating that focus to all levels of the system. Through development of customer focus, measurement architecture with regular review of results, and the creation of a culture fostering empowerment and innovation, leadership will provide direction for the system and identify opportunities for improvement.

Strategic Planning:

The alignment and deployment of strategic planning at all levels of the system are essential for effective operation and achievement of strong performance. This alignment begins with Missouri's Show Me Results and the WIA performance measures. The LWIB establishes a strategic direction and plan for achieving

improved performance that is aligned with the Show Me Results and includes the integrated delivery of workforce services within the workforce investment area. The plan includes consideration of customer and market need/expectations and focuses on the future direction of the workforce investment system. Local operators will develop specific strategic plans that address the needs of their local areas and that are aligned with the LWIB plan.

Customer and Market Focus:

Missouri's one-stop career centers and Workforce Investment System are based upon a strong customer focus and have two key customer groups: employers and workers (potential and current). The Workforce Investment System and one-stop career centers will have a regular, consistent, and comprehensive system of collecting customer information to determine customer satisfaction, customer dissatisfaction, identification of emerging customer groups, and assessment of the future needs of current and emerging customer groups. Products/services will be designed and/or improved to meet the key requirements of the customer groups. Missouri's one-stop career centers and Workforce Investment System will actively build, maintain, and evaluate customer relationships.

Information & Analysis:

Information and Analysis is the foundation for organizational excellence. The measurement architecture must include measures for all sub-categories of category 7, Results, that align with the organizational approach established through categories 1 – 6. To be effective, this information must be displayed in ways that are easy to understand and appropriate for each level of the organization so that the information may be used to make day to day management decisions. The collection and use of data must be reviewed on a regular basis to determine if the current data is sufficient and appropriate to allow the organization to make decisions based on fact.

Human Resource Focus:

A Human Resource Focus allows employees to develop and use their full potential in alignment with the organization's desired results. The organization focuses effort on building and maintaining a work environment and employee support climate conducive to performance excellence, employee involvement and empowerment, and individual and organizational growth. The Human Resource Plan is aligned with and supports the strategic plan. Work systems are designed to promote cooperation and collaboration, individual initiative, innovation, and flexibility. The performance management system supports the achievement of results. The entire Human Resource function from recruitment of new employees through employee skill development, through employee retention and assessment of employee satisfaction is focused on giving employees the skills, information, and level of empowerment needed to effectively perform their jobs to achieve improved performance in customer-focused results and organizational effectiveness results.

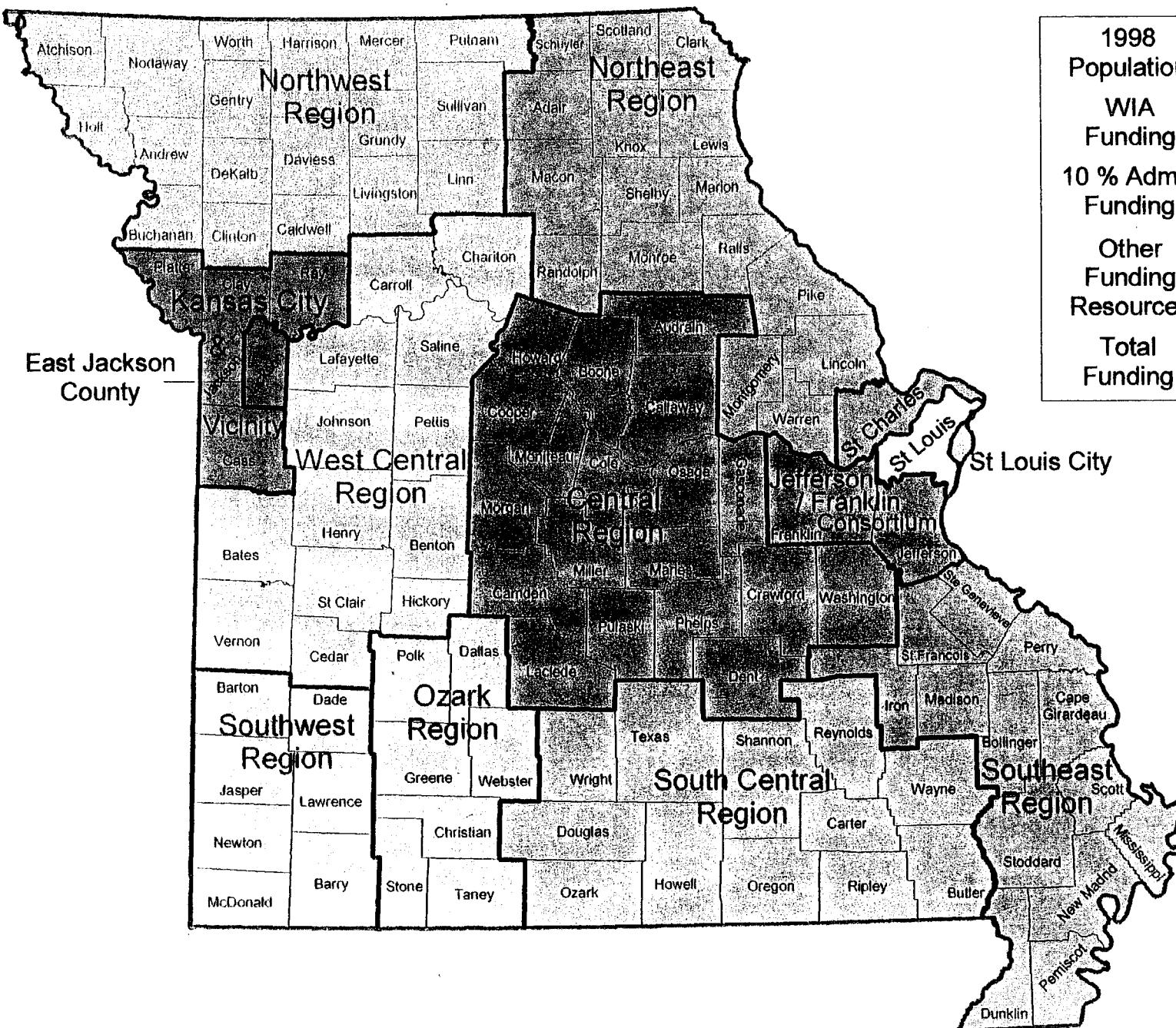
Process Management:

LWIB and one-stop career centers will identify their key products/services, design processes, production/delivery processes, support processes, and supplier and partnering process. Processes will be designed/improved to meet key customer requirements, including consideration of customer requirements in cycle time, cost control, productivity, timeliness of introduction of new products/services, and effectiveness in achieving the customer-desired result. If sub-contractors (suppliers and partners) are used by the LWIB or One-Stop Center, the LWIB or One-Stop Center will have in place a process that provides for establishment of performance requirements, review of the sub-contractor performance, assistance and incentives to improve sub-contractor performance, and a method of regular review and improvement of the supplier and/or partner relationship.

Performance Results:

Without a systematic and well-deployed approach in leadership, strategic planning, customer and market focus, information and analysis, human resource focus, and process management, an organization will not achieve excellence. Data is collected and analyzed for the purpose of using the data to make decisions leading to improved performance. It is also used to review performance in comparison to the “best” performers who are similar to the organization. Leading Local Workforce Investment Boards and one-stop career centers measure results in the areas of customer focused results, financial and market results, human resource results, supplier and partner results, and organizational effectiveness results. Leading Local Workforce Investment Boards and one-stop career centers will work toward establishing strong trends of improved performance in these areas and review their performance in comparison to the “best” performing organizations. Customers of one-stop career centers enter with a wide array of needs.

Local Workforce Investment Areas



Map Prepared By:
Office of Social and
Economic Data Analysis

***Procedures for Designation
of
Workforce Investment Areas***

The Workforce Investment Act of 1998 (WIA) was signed into law on August 7, 1998 and will replace the Job Training Partnership Act (JTPA) on July 1, 2000. The Act gives three partners responsibilities in the process of designating local workforce investment areas. The Presiding Commissioners and Mayors who are the local chief elected officials of our counties and major cities are charged by Section 116. of WIA with the responsibility of requesting the Governor's designation of local areas. Section 111.(d)(4) and Section 116.(a)(1)(A) of WIA gives the Missouri Training and Employment Council (MTEC) the responsibility of assisting the Governor in, and consulting with the Governor on, the designation of local areas. Procedurally, the third partner is the Governor, who must make the final decisions on the designation of local workforce investment areas.

WIA also requires that in geographic areas, where more than one unit of general local government combine to form a workforce investment area, that the chief elected official of each of these units of general local government execute an agreement specifying the respective roles of the individual chief elected officials in the appointment of the members of the local board and in carrying out any other statutory responsibilities assigned to them. The Workforce Investment Act encourages the devolution of authority and responsibility to the local area. In keeping with this philosophy it is important that the local areas provide information regarding their requests for designation to MTEC.

This packet contains three documents that are designed to assist local chief elected officials in fulfilling their responsibilities under WIA. These documents are:

- Attachment # 1 - An outline for local responses to the criteria which the Governor must consider in making the designation of local areas;
- Attachment # 2 - A application to request designation as a local area under the Workforce Investment Act of 1998; and,
- Attachment # 3 - An outline of the roles of chief elected officials to be included in a Chief Elected Official Agreement. This is included strictly for informational purposes and is not required to be executed or submitted with Attachments 1 and 2. These agreements will be requested at a later date.

Technical assistance or further information is available from the Division of Job Development and Training upon request. Please contact: Lindell Thurman, Manager Field Operations and Services, Division of Job Development and Training, P.O. Box 1087, Jefferson City, Missouri 65102-1087. (573) 751-7895

Attachments 1 and 2 should be received by the Division of Job Development and Training no later than close of business May 14, 1999. They should be mailed or hand delivered to:

J. Michael Pulliam, Director
Division of Job Development and Training
2023 St. Mary's Blvd.
P.O. Box 1087
Jefferson City, Missouri 65102-1087

Example :



Attachment 16

OFFICE OF THE GOVERNOR
STATE OF MISSOURI
JEFFERSON CITY
65101

MEL CARNAHAN
GOVERNOR

December 17, 1999

STATE CAPITOL
ROOM 216
(573) 751-3222

The Honorable Arthur Hughes
Presiding Commissioner
Crawford County Courthouse
P.O. Box AS
Steelville, MO 65565

Dear Commissioner Hughes:

As chief elected officials in Missouri, we must design a new, integrated workforce development system under the federal Workforce Investment Act of 1998 (the Act) by July 1, 2000.

Under the Act, the Governor designates local workforce investment areas. These are the geographic areas within which local workforce planning, program development and implementation will occur. Through this letter and the accompanying material, I am hereby advising you of workforce investment area designations. Attached is a map indicating the fourteen local workforce investment areas for Missouri. These designations are generally consistent with the petitions filed by chief local elected officials with the Missouri Training and Employment Council (MTEC) earlier this year. Your area is receiving a two-year temporary designation.

As a chief local elected official, you will be required to complete a number of tasks to implement the Act. Your first task is to meet with other chief local elected officials within your region and enter into an agreement setting forth the roles of the individual chief local elected officials.

The Act specifies that chief local elected officials are the grant recipients for the funds received in your area. Local elected officials have the authority to appoint a grant subrecipient (or fiscal agent) to administer these funds on your behalf, at your discretion. The agreement must specify an entity to receive and administer these funds.

Another chief local elected official responsibility under the Act is the appointment of the local Workforce Investment Board for your area. The Chief Elected Official Agreement needs to address your respective roles in making such appointments. Once

December 17, 1999

Page Two

the roles have been addressed, the actual appointment of members needs to follow shortly thereafter, but no later than April 1, 2000.

Local workforce investment board members should be leaders with strong interest in building a better workforce investment system in Missouri. Requirements regarding the composition of the board and qualifications of board members are established in the Act. To aid you in making appointments to the local Board, you will find guidelines enclosed setting forth these requirements. It is important to note that all of the members are to hold positions with "optimum policymaking authority" within their business or organization. Additionally, the business representatives must represent businesses and industries that have employment opportunities reflecting the employment opportunities available in the community.

After appointing the Board, the chief local elected officials and the Board must designate an agency to administer the programs within the workforce investment area. This agency may be the same as the local fiscal agent and may be designated through an agreement between the chief local elected officials and the local Board.

Since local plans will be due at the Division of Workforce Development no later than March 1, 2000, current workforce development partners in your area should continue to work on local planning to implement the Act. Once the Board is appointed and local agreements are developed, planning to implement the Act should transition to the newly designated Board and administrative entity.

I greatly appreciate your careful attention to this very important undertaking. Staff of the Division of Workforce Development are available to provide technical assistance to you. Should you have any questions or desire technical assistance, I recommend that you contact Tom Jones, Director of the Division of Workforce Development, at (573) 751-3349 or Lindell Thurman, Manager of the Division's Field Services Section, at (573) 751-7895.

Very truly yours,

Mel Carnahan

MC/lj

enclosure



Mel Carnahan
Governor

PO Box 1087, Jefferson City, Missouri 65102-1087

December 10, 1999

The Honorable Mel Carnahan, Governor
State of Missouri
State Capitol Building, Room 216
Jefferson City, MO 65101

Dear Governor Carnahan:

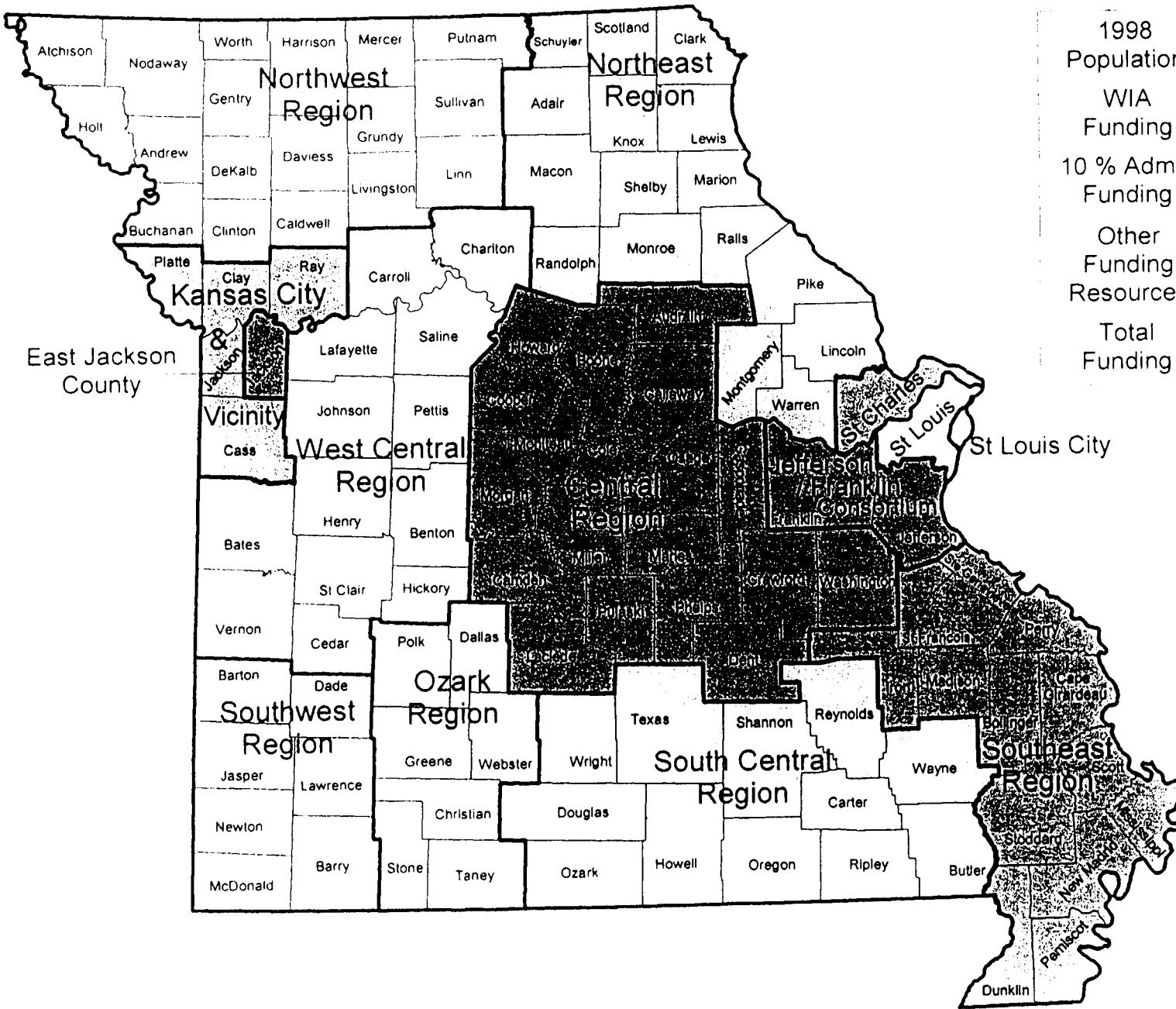
I am pleased to present you with the Missouri Training and Employment Council's recommendations regarding the designation of workforce investment areas as required by the federal Workforce Investment Act.

As required by the federal act, the Missouri Training and Employment Council (MTEC) prescribed a method whereby local elected officials led by the chief elected official in each county could petition to be included in a designated geographic area for purposes of service delivery. MTEC and its executive committee met numerous times over the past several months to evaluate these local requests for designation. Commissioners and County Executives from all 114 counties and the Mayors of St. Louis and Kansas City responded. The petitioning process provided MTEC with significant insight regarding the five mandatory criteria the Governor must consider in making designations, as well as local perspectives on some of the major issues facing Missouri under the new legislation.

Under the current Job Training Partnership Act, the state is configured, geographically, with 15 Service Delivery Areas (SDA's). With implementation of the Workforce Investment Act of 1998, those SDA's will be replaced with Workforce Investment Areas (WIA's), also geographically configured.

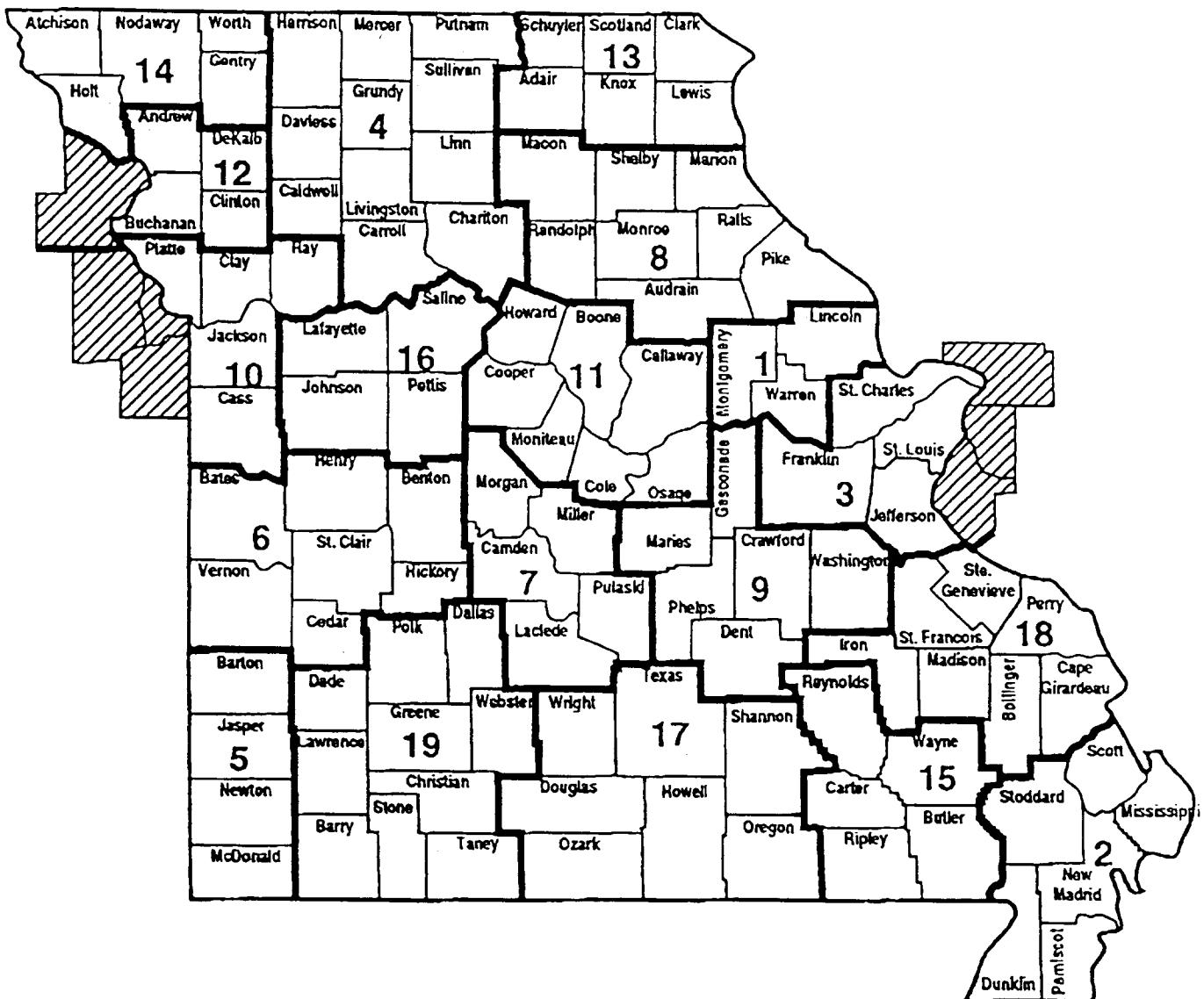
MTEC recommends that the current geographic configuration of 13 of the present 15 Service Delivery Areas (SDA's) be continued as currently drawn. The Council also recommends temporary two-year designations for the units of government that now comprise SDA's 1, 2, 3, 4, 6, 7, 8, 10, 11, 12, 14, 15 and two-year automatic designation for St. Louis County (currently SDA 13). This will allow ample time for new workforce investment boards to demonstrate their capacity to effectively administer the Workforce Investment Act regionally. Our recommendation regarding the geographic area presently comprising SDAs 5 and 9 is the result of various discussions with the local elected officials. MTEC recommends that under the provisions of the Workforce Investment Act, the former SDA 5 and SDA 9 be consolidated into one central Missouri WIA, with a two-year temporary designation.

Local Workforce Investment Areas



Map Prepared By:
Office of Social and
Economic Data Analysis

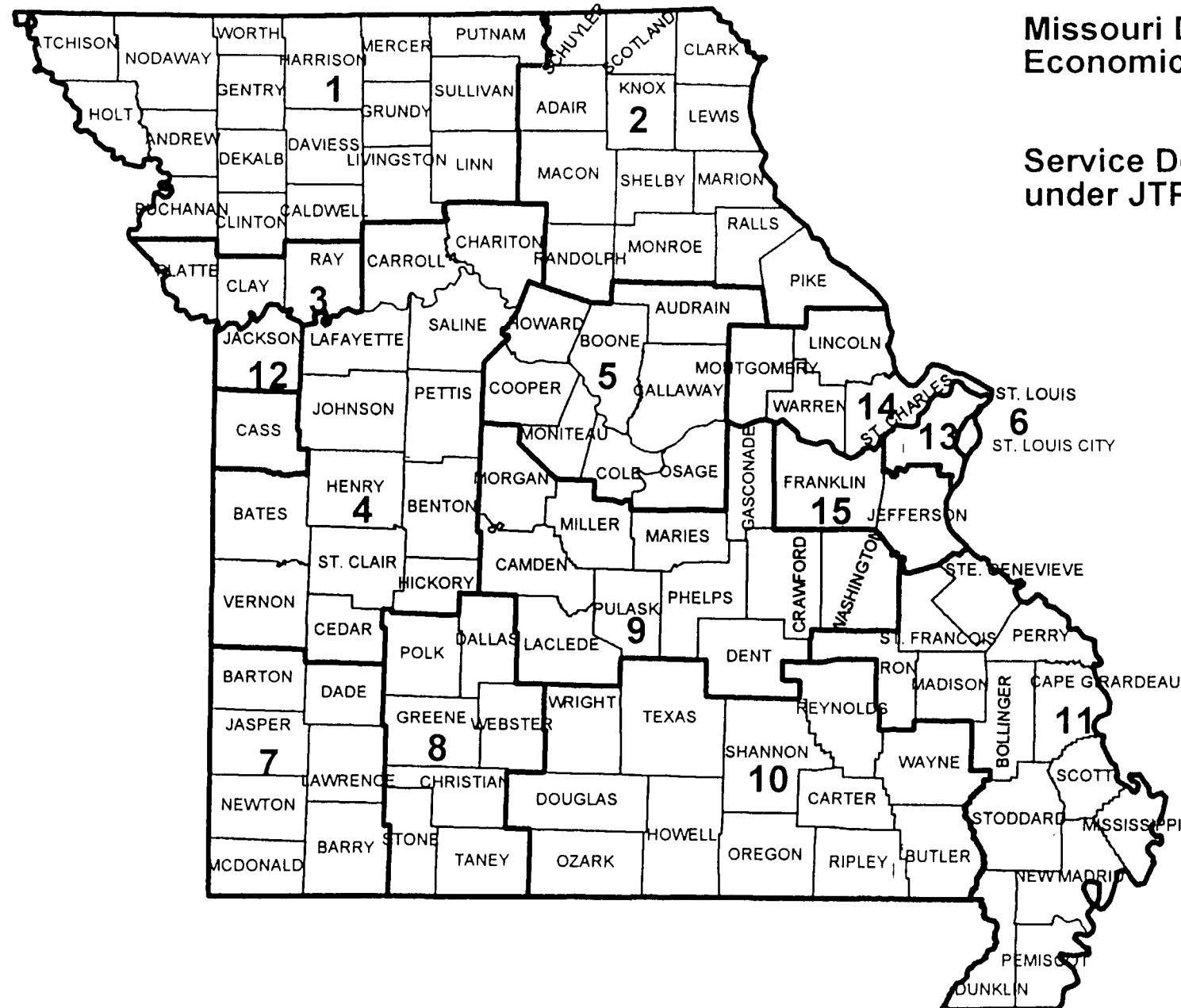
Missouri Regional Planning Commissions



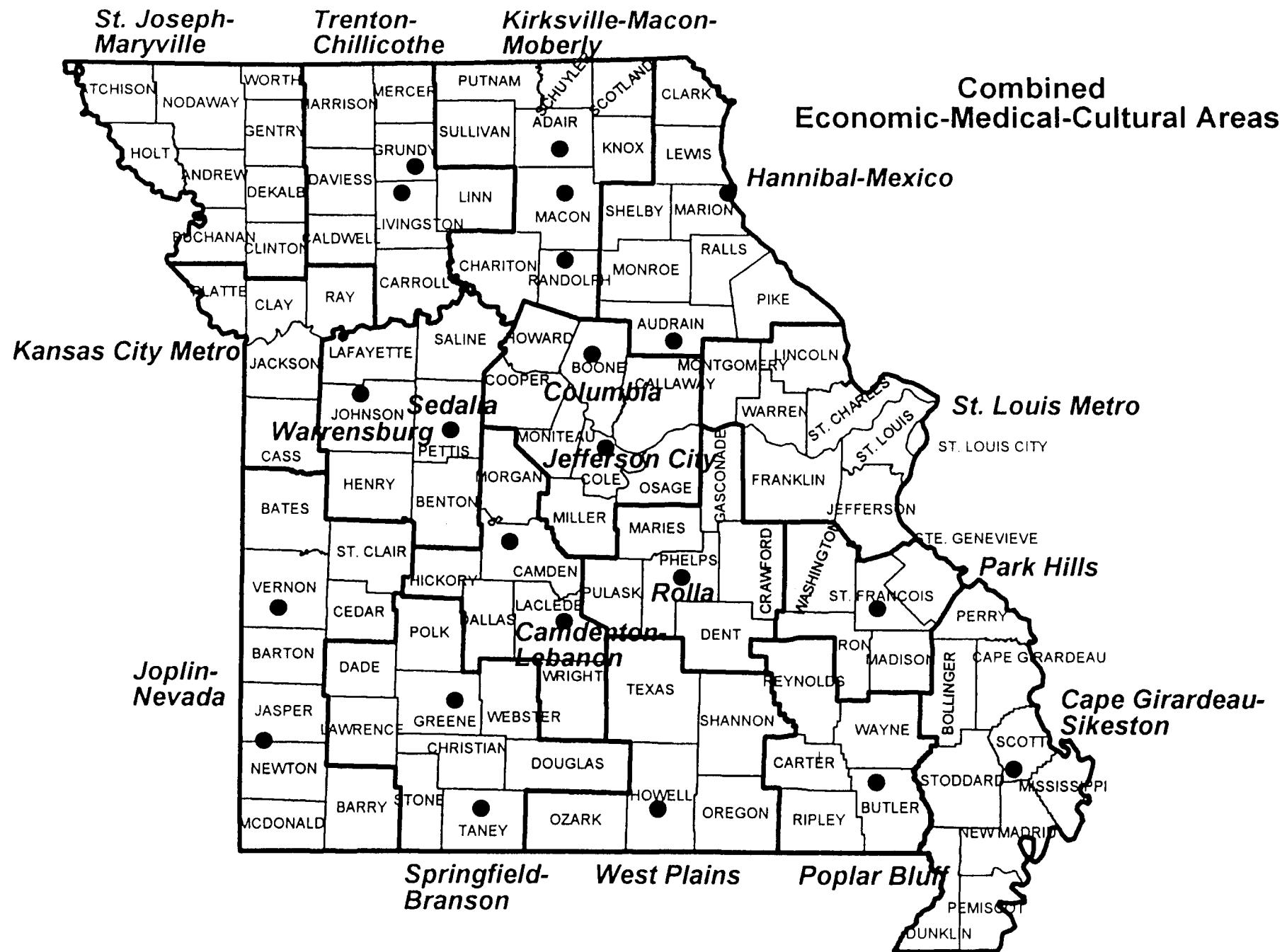
1. Boonslick Regional Planning Commission
2. Bootheel Regional Planning and Economic Development Council
3. East-West Gateway Coordinating Council
4. Green Hills Regional Planning Commission
5. Harry S Truman Coordinating Council
6. Kaysinger Basin Regional Planning Commission
7. Lake of the Ozarks Council of Local Governments
8. Mark Twain Regional Council of Governments
9. Meramec Regional Planning Commission
10. Mid-America Regional Council
11. Mid-Missouri Council of Governments
12. Mo-Kan Regional Council
13. Northeast Missouri Regional Planning Commission
14. Northwest Missouri Regional Council of Governments
15. Ozark Foothills Regional Planning Commission
16. Show-Me Regional Planning Commission
17. South Central Ozark Council of Governments
18. Southeast Missouri Regional Planning and Economic Development Commission
19. Southwest Missouri Advisory Council of Governments

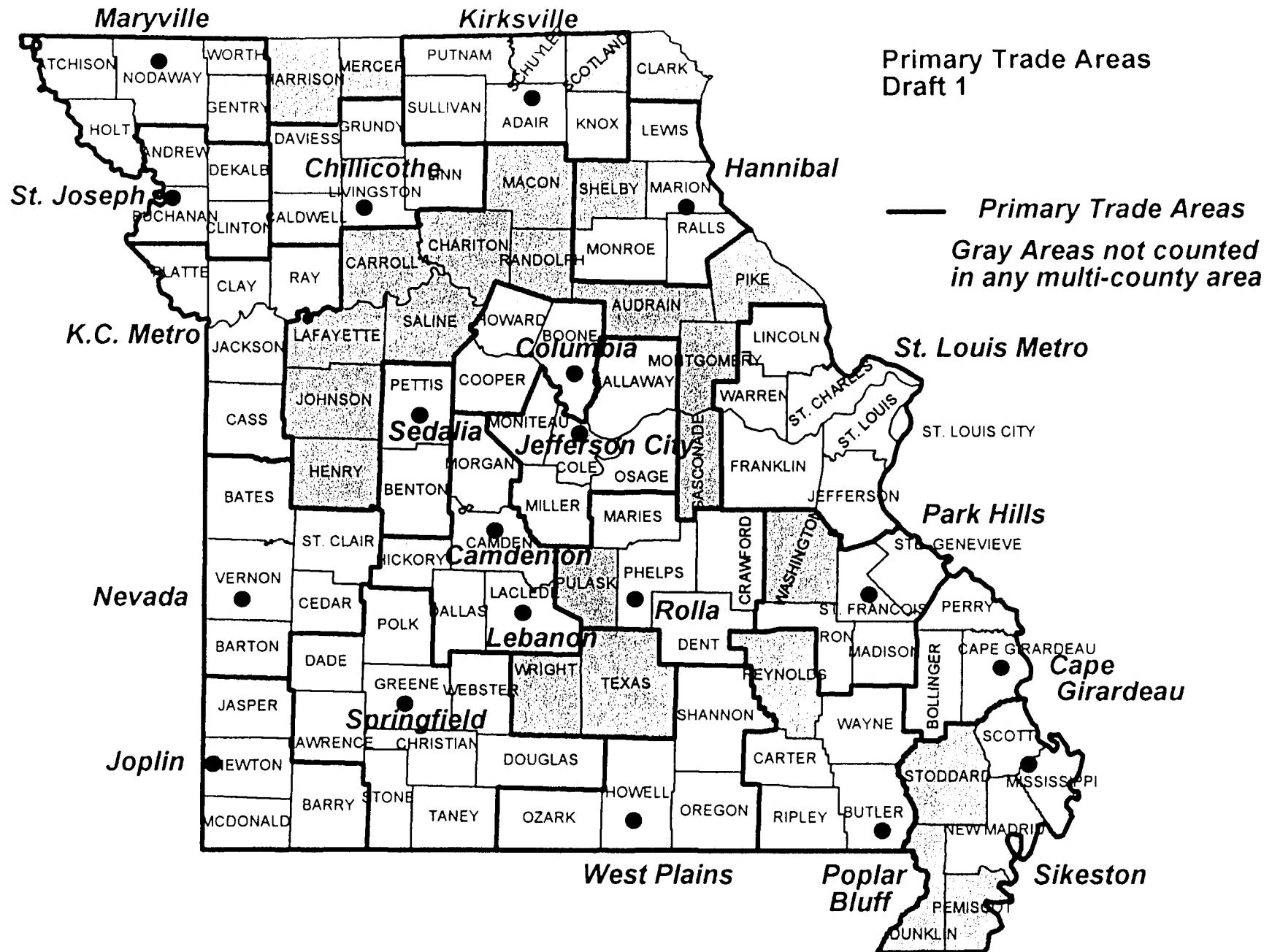
Missouri Department of Economic Development

Service Delivery Areas under JTPA



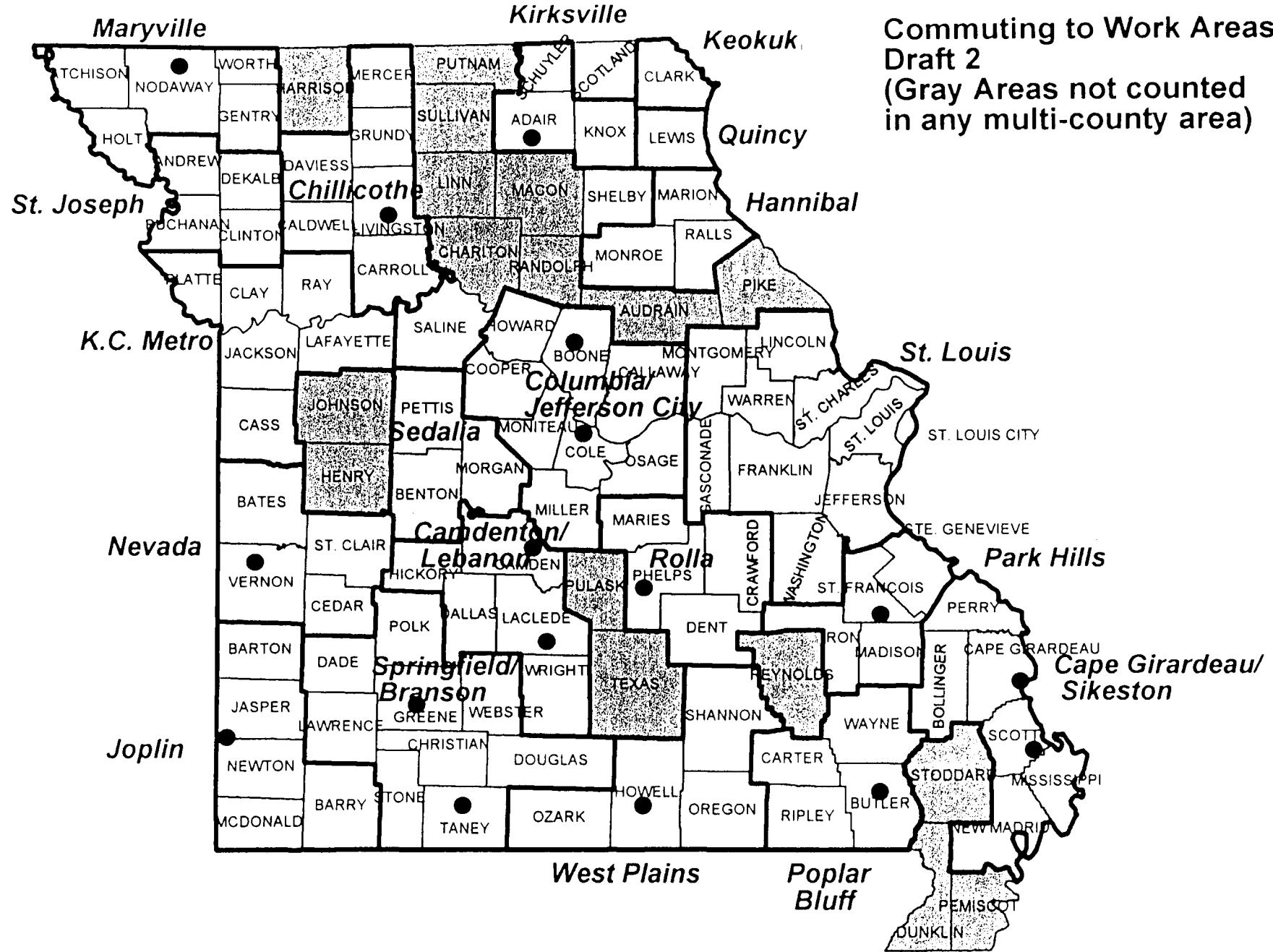
- 1 - Trenton
- 2 - Paris
- 3 - Kansas City
- 4 - Sedalia
- 5 - Jefferson City
- 6 - St. Louis City
- 7 - Joplin
- 8 - Springfield
- 9 - Rolla
- 10 - West Plains
- 11 - Cape Girardeau
- 12 - Kansas City
- 13 - Clayton
- 14 - St. Peters
- 15 - Hillsboro

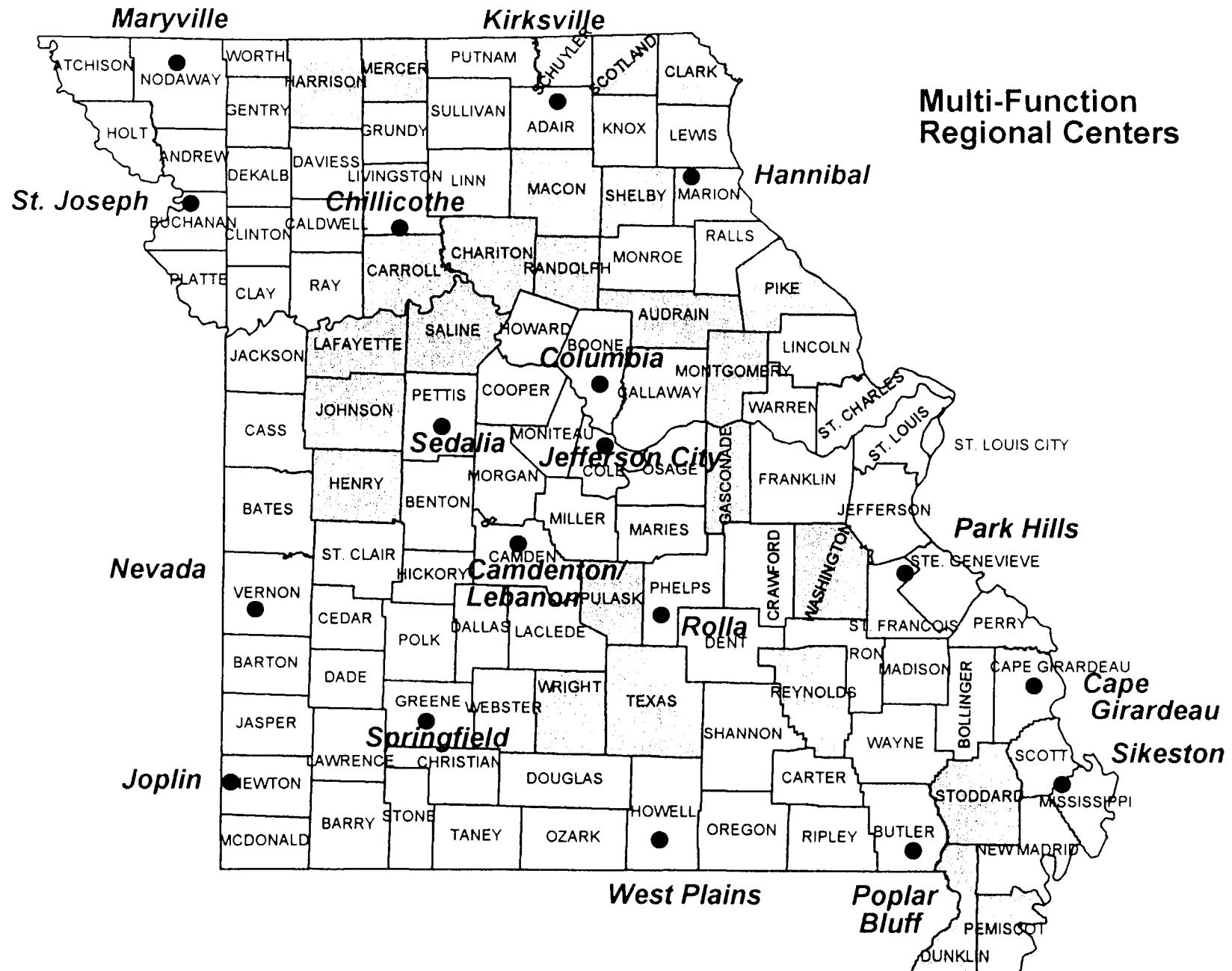




Commuting to Work Areas Draft 2

(Gray Areas not counted
in any multi-county area)





RATIONALE FOR THE DESIGNATION OF WORKFORCE INVESTMENT AREAS
Made under deliberation by the Missouri Training and Employment Council

The recommendations of the Missouri Training and Employment Council for the designation of Missouri's local workforce investment areas is shown on the attached map titled, Local Workforce Investment Areas. These areas represent the final designation conclusions made by the Council on December 3, 1999.

Information used to reach these area designation conclusions was provided by Dr. Daryl Hobbs, Office of Social and Economic Data Analysis at the University of Missouri, Columbia. The designation process included both a deliberation of this socio-economic information and a designation petition process whereby input from local elected officials about these regional boundaries was sought.

The attached maps display Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas defined by socio-economic data and Dr. Hobbs that lead the Council to these conclusions. First, based upon input from area designation petitions by local elected officials and socio-economic data, the previously established Service Delivery Areas under the Job Training Partnership Act generally represent valid labor market regions and most are designated Workforce Investment Areas. The following Workforce Investment Areas are designated and named by their proximity in the state and remain unchanged from the prior boundaries used for Service Delivery Areas: Northwest, Northeast, Kansas City, West Central, St. Charles and St. Louis Counties, St. Louis City, Jefferson/Franklin Counties, Southwest, Ozark, South Central and Southeast regions (reference the Local Workforce Investment Area Map).

The Council recommends the Central region represent the consolidation of two previous Service Delivery Areas. The rationale for this consolidation involves the regional socio-economic data provided. It suggests that there are Multi-Function Regional Centers, Commuting to Work Areas and Primary Trade Areas centered around Columbia, Jefferson City, Lebanon/Camdenton area and Rolla to which virtually all counties within the Central Region gravitate. The exception is Audrain County. Audrain is not included in any Primary Trade Area, Multi-Functional Regional Center or Commuting-to-Work Area. While Audrain County is included in a combined Economic-Medical-Cultural Area (Hannibal/Mexico), the Commissioners of Audrain County have maintained a position supporting placement in the Central Region.

The social and cultural circumstances surrounding these geographic areas has led the Council to conclude that the convenience to the potential workforce center customers in the regions shown will contribute to their increased use of services.

Missouri citizens demonstrate social and cultural geographic behavior indicating regionalization based on the Council's conclusions. This is exhibited by regular and routine commuting to obtain work and services to these centers of employment and regional services. The Council has not discovered any data during its review of this information to link Callaway County with any region other than the Central one for the purposes of this workforce investment area designation.

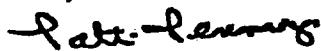
Governor Carnahan
December 10, 1999
Page 2

The local elected officials of Callaway County requested that they become a county within the current SDA 2 structure. Due to commuting patterns and other demographic and labor market issues, MTEC recommends that Callaway County remain in the newly formed Central Missouri Region for the purpose of implementing the Workforce Investment Act. MTEC believes that the people and businesses of Callaway County will be better served as part of the Central Missouri Area. MTEC makes this recommendation based upon the information available at this time. If additional information is received at your office, MTEC would gladly review it in accordance with the further insight regarding the matter.

Additionally, MTEC recommends that the Governor require joint planning in the labor market areas of St. Louis and Kansas City. Those markets include the City of St. Louis, St. Louis County, St. Charles County, Franklin County, Jefferson County, Lincoln County and Warren County in the Missouri portion of the greater St. Louis metropolitan area and Kansas City, Jackson County, Cass County, Platte County, Ray County, Clay County and Clinton County in the Kansas City area. MTEC supports your mandate of regionalized planning relating to the metropolitan St. Louis area including border counties in Illinois. However, two separate state plans are still required. If mandated by you and Governor Ryan of Illinois those plans would be coordinated to address the labor market needs of the entire metropolitan region.

The MTEC remains eager to work with you in planning to implement the new workforce development system. On behalf of the Council, we once again thank you for your leadership.

Sincerely,

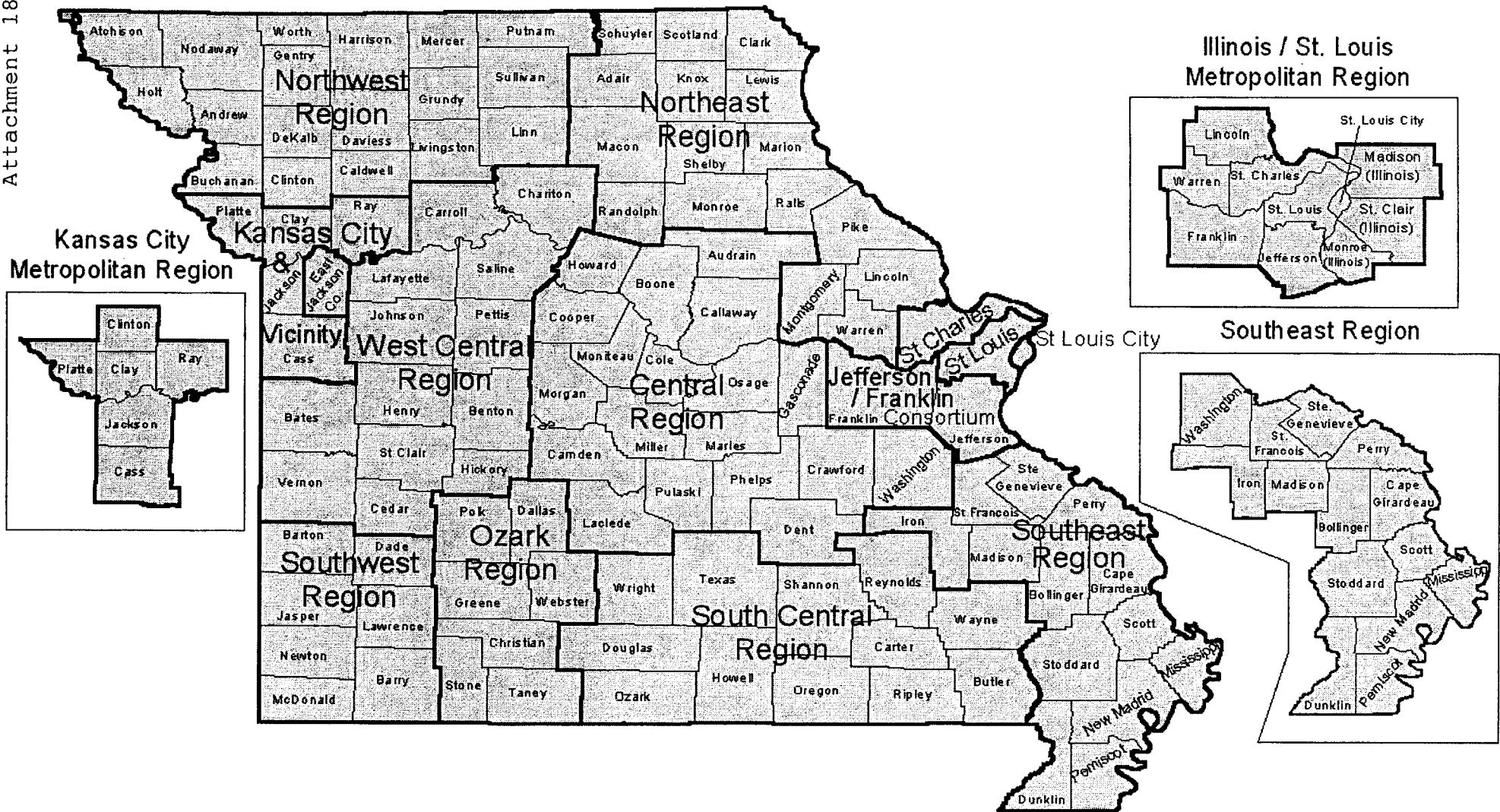


Patti Penny, Chair
Missouri Training and Employment Council

PP:JD:jah

cc: MTEC Members
Mike Hartmann
Tom Jones
Joseph L. Driskill

Missouri Workforce Investment Planning Regions





Mel Carnahan
Governor

P.O. Box 1087
Jefferson City, MO 65102-1087
(573) 751-4750
Fax (573) 751-6765

DIVISION OF WORKFORCE DEVELOPMENT

Joseph L. Driskill
Director

Tom Jones
Director

November 17, 1999

MEMORANDUM FOR JOB TRAINING PARTNERSHIP ACT ADMINISTRATIVE ENTITIES

From: Tom Jones 
Subject: Regional Planning in Workforce Investment Areas

You will find attached a copy of an addendum to the State of Missouri Workforce Investment Planning Guidelines.

This document is a work product that has been approved by the Special Focus Committee of the Missouri Training and Employment Council. The Committee's work has involved openly discussing this document and included the input from several workforce partner agencies, including several Administrative Entity directors.

At the Missouri Training and Employment Council meeting October 13, 1999, a policy resolution requiring regional planning was adopted. This meeting also included adopting a resolution directing the Division of Workforce Development staff to work in collaboration with partner agencies to develop implementation policies and procedures.

This policy is forwarded to your attention and should be considered in your local meetings and discussions about workforce investment planning.

Thank you.

TJ/jcf

Attachment

c: DWD Administrative staff and Managers, w/attachment
Mike Pulliam, w/attachment
Clinton Flowers

Regional Planning
(Addendum to State of Missouri Planning Guidelines)

The State encourages the staff of each Workforce Investment Area to include a regional planning component in each Workforce Investment Plan. The Workforce Investment Boards (WIBS) overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte, Cass and Clinton are also required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. All other WIBS in all other Workforce Investment areas are encouraged to conduct regional planning for the same two-year planning period.

To conduct regional planning, each Workforce Investment Area must include a regional planning component (or chapter) within the plan document that describes how services will be provided to customers in labor markets that may overlap their respective Workforce Investment Areas. Each regional planning component must provide the following information:

- An identification of other workforce related planning agencies within the Workforce Investment Area. For the purposes of planning guidance, if planning for services in any respective Workforce Investment Area, the following workforce related planning agencies must be considered:
 - 1) community partnerships; 2) regional planning commissions 3) regional or rural economic development agencies; 4) regional technical education committees; 5) other workforce development related entities planning for services germane to a particular Workforce Investment Area.
- How the Workforce Investment Act as it is planned and implemented by each respective Workforce Investment Area intends to respond to the planned needs identified by these other workforce related planning agencies.
- How responding to the planned needs identified by other workforce related planning agencies will be used to achieve Workforce Investment Act outcomes of the respective Workforce Investment Area.
- Because overlapping labor market areas may exist in every Workforce Investment Area, a regional plan component is recommended for each Workforce Investment Plan that addresses how the planned workforce investment activities in the Workforce Investment area will be integrated with those of any contiguous Workforce Investment Area.
- Information as required in Section 116(c)(2) of the Workforce Investment Act regarding information sharing, including: employment statistics, employment opportunities and trends, and other information that would assist in improving the performance of the region and its individual workforce investment areas.

Workforce Investment Planning Regions

The State recognizes that some planning will need to encompass the needs of the local area and there are unique labor market areas in the metropolitan St. Louis, Kansas City and Southeast Missouri regions. The Workforce Investment Boards (WIBs) for the counties identified below will conduct regional planning as follows:

- The WIBs overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to conduct regional planning with the WIBs overseeing workforce development activities in the State of Illinois Counties of Madison, Monroe and St. Clair.
- The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte and Cass Counties are required to conduct regional planning with the WIB overseeing workforce development activities in the Missouri County of Clinton.
- A single regional workforce development plan pertaining to each of the regions described above (items 19 and 20) will be submitted to the state for review and approval by the Missouri Training and Employment Council. (*For the purposes of implementing regional planning, this single regional plan requirement is met if the individual plan components (or chapters) in each separate plan describe the same regional needs, strategies and programs to meet those needs, and articulate similar regional outcome objectives.*) In year one (July 1, 2000 through June 30, 2001) regional performance measures will not be required in order to develop complete and accurate data indicators. In year two – July 1, 2001 through June 30, 2002 – and thereafter, regional performance measures for these regions will be required.
- The WIB overseeing workforce development activities in the Missouri Counties of St. Francois, Ste. Genevieve, Perry, Iron, Madison, Bollinger, Cape Girardeau, Stoddard, Scott, Dunklin, New Madrid, Mississippi, and Pemiscot should begin regional planning with the WIB overseeing workforce development activities in the Missouri County of Washington for the local plan submitted July 1, 2000. Documentation of such regional planning will be a part of the workforce development plan that is developed for submittal by this region July 1, 2002.

Diversity in the Workforce Investment Area

Local Workforce Investment plans will also reflect the racial, ethnic and cultural diversity and representation of individuals with disabilities within the population of each area to the fullest extent possible in the identification of the needs within each labor market. The following items are to be included in the workforce investment plan.

- To reflect a policy of diversity, the identification of the significant racial, ethnic and cultural groups and individuals with disabilities within the Workforce Investment area.
- Which organizations representing any such racial, ethnic and cultural groups and individuals with disabilities that were consulted in the development of the Workforce Investment plan.
- How the activities and strategies proposed for the Workforce Investment area will address the workforce development needs of any such racial, ethnic and cultural groups and individuals with disabilities.

Description of Major LMI Programs

Employment/Unemployment Statistics Programs

Current Employment Statistics (CES) is a monthly survey of a stratified sample of employers in the State. This sample is representative of all industry classifications. Employers are asked to supply information on their total number of employees; production workers or non-supervisory workers; women employees; payroll; regular hours worked and overtime hours worked. From this sample, estimates of each data type are calculated for the State of Missouri and the St. Louis, Kansas City and Springfield metropolitan areas. Industry detail is published to the extent possible, during the third week of the month following the reference month. These data can also be found on the Missouri LMI Web site. While limited in geographic coverage this data is a reliable indicator of employment growth or decline by industry in each of the published areas. Employment estimates are benchmarked each year to the previous March levels as determined by the Covered Employment and Wages (ES-202) data. Hours and earnings data are based on a sample average that is adjusted as benchmarked employment is changed. Historical data for some industry series go back as far as 1939 but should be used with caution. Data since the last industry classification revision in 1987 are normally utilized for time series analysis.

Local Area Unemployment Statistics (LAUS) data are monthly estimates of employment and unemployment by place of residence within the state of Missouri. From these two items, the Civilian Labor Force and the Unemployment Rate are calculated. Data are produced for Metropolitan Statistical Areas (MSAs), nonmetropolitan Labor Market Areas (LMAs) and counties. County data can be aggregated to other geographies, such as workforce investment areas. This data series is the most familiar to the general public and is generally known as the unemployment report. It is released for publication and placed on the LMI Web Site during the third week of the month following the reference week. It provides a measure of labor availability and economic conditions at the county level. The data are benchmarked at the beginning of each year to revisions in the Current Population Survey (CPS) and the most recent full year of data from the Covered Employment and Wages series. When used in combination with other economic data it is an important indicator of labor market conditions within an area. The data are also used to identify Labor Surplus Areas which may provide a preference to employers in areas of high unemployment when bidding on government contracts and the allocation of funding in numerous federal grant in aid programs. Historical data are available back to 1978 for the state. Historically comparable data for substate areas go back to 1990.

Covered Employment and Wages (ES-202) data are compiled from the quarterly contribution and wage reports each employer covered by Unemployment Insurance is required to file. The data thus represent a near universe count of employment in the state. Since each employer is classified by county and industry, detailed monthly industry employment data at the county level are available, subject to confidentiality restrictions. While highly accurate these are quarterly data and are not available until six months following the end of a reference quarter. This limits their usefulness for the analysis of

current labor market conditions. A printed report containing major industry divisions for all counties is available on an annual basis, but the data themselves can be made available quarterly. Because of their accuracy and detail, the data are utilized by business and research organizations for time series analysis and economic forecasting. These data are widely used in the production of other data, including almost all LMI programs, as well as much national economic data. Historical data are available beginning with 1987.

Mass Layoff Statistics (MLS) uses unemployment insurance benefit claims data to identify actual or potential mass layoffs or plant closings. Each week, benefit claims are processed and compared to previous weeks of claims against employers. Once a set number of claims has been reached within a calendar month for an individual employer, a potential layoff is identified and the employer is contacted to determine if the layoff is permanent, temporary, or seasonal. Permanent layoffs are referred to the Dislocated Worker Unit so that training and transition aid for the separated employees can be arranged. The information is also provided to the other statistical so that their data can be adjusted as necessary to reflect reductions in employment. The data are also utilized to identify declining industries. A new Longitudinal Linked Database is being implemented as an adjunct to the MLS system. This will allow wage record analysis in both the pre- and post-layoff periods for those employees separated from employment by a layoff. This will be valuable in determining the effectiveness of the various benefit and training programs offered these individuals. At present historical data are limited but are sure to grow as the wage record analysis project is implemented.

Occupational Information Programs

The Occupational Employment Statistics Program (OES) develops occupational staffing pattern and wage data, using an annual mail survey of a sample of establishments, currently about 10,000. Employers are asked to supply information on their workers' occupations and wages. Estimates derived from the survey include the number of workers by occupation in each industry, the percentage distribution of employees by occupation, the estimated employment reported for each occupation, and estimated wages for each occupation. Results are available for the state, its six Metropolitan Statistical Areas (St. Louis, Kansas City, Springfield, Joplin, St. Joseph, and Columbia), and four areas covering all nonmetropolitan counties in the state (Northern, Central, Southeastern, and Southwestern Missouri). Once the survey is complete, with at least 75% response, and data have been validated, estimates from the survey are posted on the Missouri WORKS! Website. Printed publications will also be made available for the survey areas.

The detailed wage data produced by this program are invaluable, not only for the wage levels themselves but for the comparison of wage rates across industries, occupations, areas, and time periods. Many businesses also find the occupational employment estimates useful because they enable the analysis of the occupational structure of an industry. Employers can examine the staffing pattern at their operation compared to patterns in their industry, or they can follow changes in their industry over time. Planners and government officials use OES estimates of the occupational distribution of the workforce to document labor availability.

The Employment Outlook (Projections) program produces industry and occupational employment projections that are the basis for a group of *Employment Outlook* publications. The projections process combines time series of employment data from the Covered Employment and Wages (ES-202) and Current Employment Statistics (CES) programs with

projections for population, personal income, and various other economic factors to make industry employment projections for a ten-year period. Information on staffing patterns from the Occupational Employment Statistics (OES) program is then applied to the industry data to produce occupational employment projections for the same time period. The *Employment Outlook* publications include narrative analysis of projected changes as well as detailed data, including base year and projected year employment and the numerical and percentage change expected over the projection period. Occupational tables also include the estimated number of annual job openings that are expected to occur due to growth and replacement needs. Projections are available for the state of Missouri, the St. Louis and Kansas City Metropolitan Statistical areas, and the nine Job Training Partnership Act Service Delivery Areas (SDAs) outside those two MSAs. (It is anticipated that any change in workforce investment areas would be reflected in the areas for which projections are available.) The tables are also available on the Missouri WORKS! website as soon as they are available. The medium-to-long term employment trends delineated by this program are useful to those making career decisions and to those planning education and training programs, among others.

OAFC/ONET

Under contract with the North Carolina ONET Development Center and in conjunction with the US Department of Labor/Employment and Training Administration, Missouri provides technical assistance inquiries concerning the Dictionary of Occupational Title (DOT) during the transition from the DOT to O*NET – The Occupational Information Network. O*NET is a comprehensive database system for collecting, organizing, describing and disseminating data on job characteristics and worker attributes. O*NET replaces the outmoded DOT, currently the nation's primary source of occupational information. The OAFC/ONET section is responsible for the national Occupational Code Request Program, which involves analyzing job descriptions and training programs relative to job descriptions for entities such as Alien Labor Certification, Apprenticeship Programs, Social Security Administration, public and private educational institutions and industry and business in general.

The OAFC/ONET section maintains an occupational code request data base and participates with industry, state and federal entities in special projects relating to occupations and training assessment.

Building a Collaborative Process in Workforce Development

The Operative Structure

The structure established between the One-Stop Executive Team and the Missouri Training and Employment Council (the Council) provides the foundation on which to strengthen this collaborative process.

The current structure, however, could be vastly improved by making a formal connection between the Executive Team and the Council. The Council is composed of private sector business leaders, state agency leaders community organization leaders and two general public members. The Council's role for policy development and oversight, however, should be kept in mind. The policies developed by the Council must thereafter be "operationalized." Partner agency staff must be assigned to take the actions necessary to ensure the policies are implemented and adhered to. The current policy making process has a non-effective structure to incorporate essential feedback of the system's internal partners, which are the State agency leaders on the One-Stop Executive Team. By taking action on this proposal to establish the One-Stop Executive Team as an advisory body to the Council that feedback loop could be realized.

The Policy for Action

It is the responsibility of the Missouri Training and Employment Council (the Council) to establish, reviews, recommends, and approve over time effective collaborative strategies for project and policy development for One-Stop Career Centers. ***Therefore, be it resolved,***

That there will be a policy advisory body supporting the Council and local One-Stop Career Centers. That body will be composed of representatives consistently and readily available as "hands-on" managers directly responsible for the variety of programs and resources brought to bear by partner agencies for access to customers at One-Stop Career Centers. This body will directly assign responsible staff from their respective agencies and hold those staff accountable on behalf of their agency in the best interests of MTEC principles. Although this body may not be wholly composed of MTEC members, it will function as a special advisory committee to the Council. This committee will become directly involved in the program, project and policy development recommendations to the Council in the best interests of Missouri's customers, the Council and one-stop career centers in operation under the direction of local Workforce Investment Boards.

That it is the policy of the Council this committee is established by designating the One-Stop Executive Team as a special advisory committee. This committee to initially be chaired by the Director of the Division of Workforce Development until formal by-laws or otherwise developed methods of consensus are used to select an alternative chair. The committee is to be composed of the membership categories described below:

Department of Economic Development

- Director of the Division of Workforce Development, Chair

Department of Labor and Industrial Relations

- Director of the Division of Employment Security

Department of Social Services

- Director of the Division of Family Services

Department of Elementary and Secondary Education

- Director of the Division of Vocational and Adult Education
- Director of the Division of Vocational Rehabilitation

Coordinating Board for Higher Education

- Designated Associate Commissioner

Office of Administration

- Director of Facilities and Maintenance

Local Workforce Investment Board

- 2 WIB representatives

Note: The One-Stop Coordinator will assist the committee in policy development/recommendation and operationalizing the policies of MTEC. In addition, work with local One-Stop partners with local One-Stop delivery systems enhancements. The One-Stop Coordinator attends meetings and serves as the designated full-time staff of the committee

Attachment 22

Note: The following document provides an overview of the legal requirements for accessibility at One-Stop centers and suggested standards for architectural and program (particularly communication) access. In addition, recommendations are provided for policy development and resource allocation to assure implementation of the standards and compliance with all legal requirements for access. To date, no decision has been made regarding adoption of the suggested standards, development of the recommended policies, or allocation of resources.

Assuring Equal Access to Job Seekers with Disabilities in Missouri's One-Stops

"We have the opportunity to build from the ground up a re-employment system that includes state-of-the-art access for job seekers with disabilities."

Robert B. Reich, Former Secretary of Labor

I. Legal Requirements

The Workforce Investment Act (WIA), Americans with Disabilities Act (ADA), and Missouri state statute clearly require architectural and program access in the One-Stop employment centers. The general requirements for access in the WIA and ADA are as follows:

- ◆ **Workforce Investment Act of 1998, Section 188 - Nondiscrimination**

As clarified in §29 CFR Part 37, requires a recipient to provide both accessible facilities (that is, both program accessibility and architectural accessibility) and reasonable accommodations, as modeled by Title II of the Americans with Disabilities Act.

- ◆ **Americans with Disabilities Act, Title II - §35.150, Existing Facilities**

A public entity shall operate each service, program, or activity so that the service, program or activity, when viewed in its entirety is readily accessible to and useable by individuals with disabilities. In choosing among available methods for meeting the requirements of this section, a public entity shall give priority to those methods that offer services, programs, and activities to qualified individuals with disabilities in the most integrated setting appropriate.

Further specific requirements regarding communication access (as a part of program access) is found in the following regulations for the Workforce Investment Act. The WIA regulations are modeled on the ADA Title II regulations, subjecting recipients to similar obligations and responsibilities under both laws.

♦ **29 CFR, Part 37: Implementation of the Non-Discrimination and Equal Opportunity Provisions of the Workforce Investment Act**

Sec. 37.9 What are the recipient's responsibilities to communicate with individuals with disabilities?

- a) *Recipients must take appropriate steps to ensure that communications with beneficiaries, registrants, applicants, eligible employees and members of the public who are individuals with disabilities, are as effective as communications with others.*
- b) *A recipient must furnish appropriate auxiliary aids or services where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the WIA Title I--financially assisted program or activity. In determining what type of auxiliary aid or service is appropriate and necessary, such recipient must give primary consideration to the requests of the individual with a disability.*
- c) *Where a recipient communicates by telephone with beneficiaries, registrants, applicants, eligible applicants/registrants, participants, applicants for employment, and/or employees, the recipient must use telecommunications devices for individuals with hearing impairments (TDDs/TTYs), or equally effective communications systems, such as telephone relay services.*
- d) *A recipient must ensure that interested individuals, including individuals with visual or hearing impairments, can obtain information as to the existence and location of accessible services, activities and facilities.*
- e) *(1) A recipient must provide signage at a primary entrance to each of its inaccessible facilities, directing users to a location at which they can obtain information about accessible facilities. The signage provided must meet the most current standards prescribed by the General Services Administration under the Architectural Barriers Act at 41 CFR 101-19.6. Alternative standards for the signage may be adopted when it is clearly evident that such alternative standards provide equivalent or greater access to the information.*

Note: One-Stop Career Centers in Missouri are designated facilities delivering state services and as such must be accessible per the Americans with Disabilities Act Accessibility guidance as noted in the standards section of this document.

(2) The international symbol for accessibility must be used at each primary entrance of an accessible facility.

- f) This section does not require a recipient to take any action that it can demonstrate would result in a fundamental alteration in the nature of a service, program or activity.
- (1) In those circumstances where a recipient believes that the proposed action would fundamentally alter the WIA Title I—financially assisted [[Page 61725]] program, activity or service, the recipient has the burden of proving that the compliance would result in such an alteration.
- (2) The decision that compliance would result in such an alteration must be made by the recipient after considering all resources available for use in the funding and operation of the WIA Title I—financially assisted program, activity, or service, and must be accompanied by a written statement of the reasons for reaching that conclusion.
- (3) If an action required to comply with this section would result in the fundamental alteration described in Paragraph (f) (1) of this section, the recipient must take any other action that would not result in such an alteration, but would nevertheless ensure that, to the maximum extent possible, individuals with disabilities receive the benefits or services provided by the recipient.

Section 37.20 What is the grant applicant's obligation to provide a written assurance?

- a) (1) Each application for financial assistance under Title I of WIA, as defined in Section 37.4, must include the following assurance: As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 . . .

Title VI of the Civil Rights Act of 1964 . . .

Section 504 of the Rehabilitation Act of 1973 . . .

The Age Discrimination Act of 1975 . . .

Title IX of the Education Amendments of 1972 . . .

The grant applicant also assures that it will comply with 29 CFR, part 37 and all other regulation implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I—financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

RSMo §191.863

When developing, procuring, maintaining or using information technology, each state department or agency shall ensure, unless an undue burden would be imposed on the department or agency, that the information technology allows

employees, program participants and members of the general public access to and use of information and data that is comparable to the access by individuals without disabilities.

II. Access Standards

A. Architectural Access

Each One-Stop Center shall be housed in facilities that meet ADAAG standards for access, including but not limited to, standards for building access, accessible parking, Braille and raised letter signage and visual alerting. Standards for architectural access are provided by the Americans with Disabilities Access Guidelines (ADAAG). These are national standards for facility access developed by the Access Board.

B. Program Access

Each One-Stop shall provide program access, including communication access, as required by the WIA and ADA. Unlike architectural access, there are no national standards for program and communication access. Missouri has developed and adopted the following standards to assist One-Stop Centers comply with the communication access requirements of the WIA and ADA.

These standards were developed based on input from representatives of the disability community as providing a basic floor of communication access to core one-stop services in a cost-effective manner. Implementation of these standards will provide communication access to a wide range of individuals with visual, hearing, physical, cognitive, and other disabilities. However, additional communication accommodations may be needed to meet unique disabilities or combinations of disabilities.

- (1) Telephony - Each One-Stop Center shall provide the following basic assistive technology that ensures effective communication with voice telecommunications for individuals with disabilities:
 - a) Amplified Telephone - Consumers with moderate to severe hearing loss will benefit from a telephone with high-grade amplification, 30 to 40 dB of gain, either as a built-in feature of the phone or as an "in-line" addition. Such phones should be placed in quiet areas, removed from ambient noise, to support maximum speech discrimination.
 - b) TTY with Printout - Individuals who have hearing or speech disabilities can communicate by telephone through the use of a text telephone, referred to as a TTY. A TTY uses a keyboard to type messages, a display to receive messages, and some means of connecting to the telephone.

- c) Hands-Free SpeakerPhone with Large Keypad - Individuals who have difficulty holding a receiver and/or dialing numbers will benefit from a telephone with an enlarged keypad and speaker phone access.
- (2) Computer Data and Sound - Each One-Stop Center shall provide the following basic assistive technology that ensures effective communication with computer input and output for individuals with disabilities:
 - a) 19"-21" Large Monitor with Moveable Mounting Arm - Effective for persons with low-vision. Provides for increased character size in proportion to monitor dimensions and provides a crisper, sharper image.
 - b) Screen Enlargement Software - Also effective for persons with low vision and can be paired with a large monitor. Allows for enlargement of print on the monitor's screen, enabling the user to review a document with the text magnified to a comfortable size and with the colors of the screen adjusted for best contrast. The user can use any part of the screen by scrolling up, down or across.
 - c) Speech Synthesizer and Screen Reading Software - Effective for persons with visual disabilities and reading limitations (e.g. persons with learning disabilities in print decoding and reading comprehension.) The hardware component of the speech access system, the speech synthesizer, can be a portable external device or an internal circuit board. The screen reading program "instructs" the synthesizer. Screen reading software allows users to access commercial software applications and convert text or graphics display to verbal output.
 - d) Flatbed Scanner - Effective for persons with all types of disabilities who need information in digital rather than print form. The scanner is an add-on to the computer that converts an image from a printed page to a computer file.
 - e) Trackball - Trackballs are an alternative to the mouse for consumers who have gross motor skills, but lack fine motor skills. A trackball is essentially an upside down mouse, with a moveable ball on top of a stationary base. The ball can be rotated with a pointing device, hand, or forearm.
 - f) Alternative Keyboard - An alternative keyboard is a modified version of the standard keyboard which supports key selection by variable hand and finger motion. Consumers who might benefit from an alternative keyboard include one-handed typists, those who benefit from a different keyboard layout, those with limited use of their hands, those with limited gross or fine motor skills and those who fatigue easily.

- g) Word Prediction Software - Word prediction software enables the user to reduce the number of keystrokes used in typing by the selection of a desired word from an on-screen list or prediction window. This computer-generated list predicts words from the first one or two letters typed by the user. The word may then be selected from the list and inserted into the text. Individuals with significant physical disabilities and those with learning disabilities in writing and written expression benefit from this software.
 - h) Large Keyboard Caps and Keyboard Orientation Aids - These key markings assist low vision users by enlarging letters and numbers on the keyboard. Many keyboards already have a raised dot or other tactile marker on home row keys to give orientation.
 - i) Height Adjustable Table - Conventional tables are often not functional for wheelchair users or people of short stature. Height adjustable tables allow for adaptation to comfort height levels for computer use and other tasks. If assistive technology, beyond these basic devices, is needed to provide access to computer sound and data, the One Stop Center shall secure such assistive technology or provide an alternative method of access.
- (3) Print Materials - Each One-Stop Center shall provide effective communication with print materials via the following assistive technology:
 - a) Tape Recorder - A tape recorder can be used by One-Stop staff to record print information for consumers who have visual disabilities or reading disabilities, so they can listen to the information instead of reading.
 - b) Electronic Enlarging - The magnification of print material by a closed circuit television system allows low vision users to read a full range of print materials. Electronic enlarging devices should have stationary beds for material placement (rather than hand-held cameras) and a 14-inch display monitor.

In providing alternative methods of print access, each One-Stop Center shall be able to produce a full range of alternative format materials (disk, Braille, large print, and audio) either with internal staff or by securing the services of external resources. Core One-Stop Center information (such as Center brochures) shall be available in all alternative formats without special request. For all other materials, each Center shall establish procedures and timelines for consumers to request the alternative format needed.

- (4) Aurally Communicated Information - Each One-Stop Center shall provide effective communication with auditory information via the following assistive technology:

- a) Portable Assistive Listening Device - Assistive listening devices are most often used by hard-of-hearing individuals with mild to severe hearing loss. The main function of an assistive listening device is to increase the loudness of specific sounds (in most cases the speaker) while also reducing background noise, allowing increased understanding of speech.
- b) Captioning Display - Captioning display devices allow for viewing of text captions that correspond to the speech in videotapes and similar media. Caption decoders or built-in decoding chips in the video display equipment provide access to the text provided the media has captioning.

In providing alternative methods of oral communication access, each One-Stop Center shall be able to provide a full range of communication options (sign language interpreters certified at intermediate or above, real-time captioners, assistive listening devices). Each Center shall establish procedures and time lines for consumers to request oral communication options they need to participate in Center services. Delivery of both interpreter and real-time captioning services will likely involve contracting with external providers.

[Reminder: request for auxiliary aids and services are the responsibilities of the consumer] Computer Assisted Real-Time (CART) captioning is provided by a "real-time" trained court stenographer with specialized equipment that allows for immediate transcription of steno-code into readable text. Interpreters are state certified and licensed and attention should be paid to the type of language interpreting needed by the consumer (e.g. American Sign Language, Manually Coded English, oral interpreting, etc.).

III. Implementation

A. Policy Development

Policies shall be developed and resources allocated to assure facility and program access. Such policies shall include adoption of the standards described in Section II as requirements for a basic floor of access. In addition, procedures shall be developed describing how communication access, beyond that provided by the standards in Section II, will be provided by One-Stops when necessary for program access and effective communication. Procedures shall be developed to complete the following:

- (1) Architectural barriers shall be removed and access features added as necessary for ADAAG compliance in each One-Stop Center.

- (2) Basic assistive technology, meeting the standards in section II, shall be purchased and installed in each One-Stop Center to assure access to telephony, computer data/sound, print, and oral communication. (See Attachment 1 for product suggestions to assist in equipment purchasing.)
- (3) Training and/or technical assistance on an on-going basis shall be provided to staff in each One-Stop Center regarding:
 - the installation and use of basic assistive technology purchased;
 - procedures and local resources to be used in the arrangement of access services such as sign language, interpreting, braille transcription, etc;
 - how to respond to request for auxiliary aids and services beyond those provided in Section II; and
 - guidance on disability etiquette and culture.

Training and/or technical assistance providers could include Rehabilitation Services for the Blind, Division of Vocational Rehabilitation, and various community based organizations such as Centers for Independent Living.

- (4) Each One-Stop Center and One-Stop Affiliate/Satellite sites shall have a written plan in place on how they will accommodate the program and architectural access needs of persons with disabilities. Details of the program and architectural access plan should be incorporated into the Memorandum of Understanding between the One-Stop partners and the Local Workforce Investment Boards.
- (5) Each One-Stop Affiliate/Satellite sites shall have no less than minimum ADA compliance.
- (6) Each One-Stop Centers shall have assistive technology, per Section II, in place by July 1, 2001.

B. Material Development

Promotional materials, in a variety of accessible formats and media, shall be developed to market the availability of accessible technologies and services at the One-Stop Centers.

**State of Missouri
PY 2000 Wagner-Peyser Act
Agricultural Services Submission**

A. Assessment of Need

The need for agricultural workers in Missouri is basically seasonal, which occurs from spring planting through fall harvest. The peak harvest times are summer for melons in the Bootheel and fall for apples in the Lexington area. Historically, the same seasonal workers are accessed each year for farmworker assistance and as a result, many seasonal workers have adjusted their lives to this cycle. Missouri's seasonal farmworkers are primarily Caucasian.

Migrant workers are used throughout the summer and fall. These migrant workers are primarily Hispanic. It has been observed that more migrants are staying year round or almost year round due to the planting and ginning process of the cotton industry. In addition, they are finding temporary and full-time jobs in poultry processing plants, concrete plants, tree planting, etc., and are starting to settle into seasonal work. There is an ongoing shortage of housing in the Bootheel area.

The mild temperatures experienced may affect the winter wheat crop during the winter months. The State of Missouri had a mild winter in 1998-1999.

B. Outreach Activity

Migrant Seasonal Farmworker (MSFW) outreach activity will be the responsibility of the local office Workforce Development Supervisor. Each administrative area will promote services to agricultural employers and workers. Workforce Development Supervisors in the Sikeston, Poplar Bluff, Cape Girardeau, Kennett, Lexington, and Monett local offices have the responsibility to ensure visits to MSFWs, growers and community-based organizations in order to coordinate MSFW assistance. These historically have been the areas of highest concentration of these workers. The Missouri Division of Workforce Development (DWD) will rely heavily upon Rural Missouri Incorporated (RMI) (the State's WIA Title I Section 167 National Farmworker Jobs Program) and the Southeast Missouri Health Network to assist in the outreach activities. A Memorandum of Understanding (MOU) has been established between DWD and RMI, which outlines RMI's outreach to MSFWs who are not being reached by normal intake activities of DWD local offices. RMI submits a quarterly report to DWD regarding their program activities.

An outreach plan has been written by the Monitor Advocate in accordance with 20 CFR 653.107 and distributed to each local office and each cooperating agency within the State. The separate outreach plan discusses the One-Stop initiative in detail.

A minimum of three visits-before, during and after the appropriate seasonal activity-are to occur in each affected local office. Visits are planned based upon previous year's crop activity. Projected visits for each office are as follows:

Local Office	Crop / Process	Season
Sikeston	Row Crops	Summer
Kennett	Peaches, Melons	Summer
Lexington	Apples	Autumn
Monett	Apples	Autumn
Poplar Bluff	Row Crops, Peaches	Summer/Autumn
Cape Girardeau	Row Crops, Apples	Summer/Autumn

C. Wagner-Peyser Act Services Provided to MSFWs through the One-Stop Delivery System

MSFWs will be identified in each DWD local office and the applications coded in accordance with MSFW (20CFR 63.103). These offices will strive to provide equity of services to MSFWs to at least the same degree that each office provides these services to non-MSFWs.

Equity Indicators

- Referred to job
- Provided some service
- Referred to supportive services
- Counselor
- Provided job development

The standard is that four of the five indicators be met. The “counseled” indicator may not be met due to the lack of counselors assigned to rural offices. The main reason for difficulty in meeting the standards is largely due to the fact that seasonal farmworkers come in at the end of the season to file for Unemployment Insurance. They, for the most part, do not request any other services as they are job-attached and will return to work in the spring.

Partnerships at the local level are critical to the MSFW program. Local office personnel as well as the State Monitor Advocate will seek to establish and maintain a working partnership with agricultural employers and the migrant and seasonal farmworker population. Input from the agricultural employer as well as the migrant seasonal farmworker will be a key factor in improving services to the MSFW population as well as the agricultural employer.

One of the challenges of the One-Stop environment is to manage service delivery systems that ensure all customers equitable access to the full range of services available. It has long been acknowledged that MSFWs encounter significant barriers to completing basic educational objectives and to finding sustainable employment that meets the economic needs of raising their families.

Services to MSFWs at One-Stop Career Centers will be provided in the same manner as services to the other population or target groups.

The first tier of service in a One-Stop Career Center is walk-in or self-service. This tier is for those MSFWs who prefer not to have in-depth services provided by our staff.

Some type of assistance may be needed for those MSFWs who need to utilize guided or group service. Job clubs, instructions for using the job bank, and self-registration are some of the services provided on this level.

Intensive or one-on-one services are provided for those who need help in completing job applications, require counseling, referrals to supportive services, etc.

A variety of literature regarding specific training and educational opportunities available for the MSFW population will be placed in all DWD local offices.

Electronic resources for the MSFW population will be investigated.

D. Employment Services for Agricultural Employers

Agricultural employers will be encouraged to place job orders with DWD local offices. Agricultural employers will be contacted as part of the MSFW Outreach Program to explain employment services available to them. DWD staff will actively participate in agricultural meetings and assist employers to recruit U.S. workers, using the local job bank and the Agricultural Recruitment System (ARS).

DWD will promote services to agricultural employers by utilizing data files available to the labor exchange to target appropriate employers. Staff will also contact agricultural employers in their normal routine of employer visits to solicit job orders and openings, which will be utilized for referral of MSFWs.

E. Other Requirements

1. Status of MSFW Monitor Advocate

The Monitor Advocate position for Missouri is part-time at 0.4 position. A letter to USDOL will be submitted in conjunction with the State Plan requesting that this position remain part-time.

2. State Monitor Advocate Approval / Comments

- This plan was written by the Monitor Advocate and has not been changed, amended nor has she been persuaded to change or amend the plan.
- The Monitor Advocate is to carry out the required duties without fear of reprisals from his/her agency or other authorities.

3. Consideration of Previous Year's Annual MSFW Monitor Advocate Report

The Monitor Advocate reviewed the 1999 State Plan and intends to follow up on the recommendations.

4. Affirmative Action Plans / Comments

Missouri is not a significant MSFW state and is therefore not required to submit this plan.

5. Review and Comment by WIA 167 Programs

RMI, the State's WIA 167 program, was involved in the development and content of this plan and was given a copy of the original plan. A copy of their comment letter is included in the Comments section of this plan. Other agencies and organizations, including non-167 agencies, were provided the opportunity to comment on the plan as it was made available on the Workforce Development homepage. Public notices regarding the availability of the plan for comment were published statewide on February 13, 2000. All comments received on the plan are included in the Comments section of this plan.

I. Assessment of Need

The number of estimated MSFWs in the State will be determined by the Monitor Advocate based on figures from the Atlas Census (1990); the National Center for Farmworker Health; Rural Missouri Incorporated; Southeast Missouri Health Network services and the Migrant Farmworker Project.

Migrants tend to specialize in agricultural tasks. For instance, those who work cucumbers and peas contract for that task and leave when it is completed. Other groups enter an area to do melon harvesting, etc. Not all of the migrant farmworkers are in the same area at the same time. Their arrival in a particular area depends on the harvest cycle of crop for which they're contracting. Row crops, fence crops and tree crops have different harvesting times.

A. Review of Previous Year's Agricultural Activity

A review of the previous year's agricultural activity indicates that major crop activity occurred as follows:

<u>Local Office</u>	<u>Crop / Process</u>	<u>Season</u>
Sikeston	Row Crops	Summer
Kennett	Peaches, Melons	Summer
Lexington	Apples	Autumn
Monett	Apples	Autumn
Poplar Bluff	Row Crops, Peaches	Summer/Autumn
Cape Girardeau	Row Crops, Apples	Summer/Autumn

As mentioned earlier, planned visits during the upcoming year are based upon previous year's crop activity.

B. Review of Previous Year's MSFW Activity in the State

The planting of vegetable and strong melon crops in the Bootheel accounted for the labor demands last season. The cotton gins now employ some migrants for six to eight weeks in the fall.

The apple crops in Lafayette County used approximately 450 workers this last year, with approximately three orchards utilizing this labor. Lafayette County migrant workers come from all over the U.S. and Mexico. Many of these migrants return to Florida to finish harvesting the citrus crops, or return to Texas or Mexico to await the beginning of the next migrant season. Most migrants move five times per year, but many of these workers in Lafayette County have worked in Missouri's apple crop for ten years. The 1999 harvest was plentiful so the picking lasted through the beginning of November. The work in the packing sheds lasted until the end of November. At the end of the season several families and individuals decided to stay in Missouri, either continuing to work in the orchards pruning trees, or seeking work in meat processing facilities, candy factories and other work in neighboring communities. Approximately 45 workers and their families stayed in the area year round¹.

Estimates of agricultural labor in cotton crops, melon crops, peach, and vegetable crops is approximately 4-6,000 plus statewide. Estimates of workers per crop are not available but we do know that apple producers employ approximately 800-1,000 of these workers statewide.

Labor shortages occur in all these crop areas.

C. Projected Level of Agricultural Activity Expected in 2000

The level of agricultural activity in Missouri is expected to remain at the same level as in prior years depending on the weather. The weather is a major factor in determining whether the quality and quantity of the crops is satisfactory.

D. Proposed Number of MSFWs in 2000

There are 98,000 farms in Missouri with 25% of these farms hiring farm labor. It is estimated that 4,000-6,000 migrant farmworkers travel to Missouri every year to harvest crops. Most of the migrant farmworkers are located in the Bootheel. The number of farmworkers hired in Missouri is estimated at 71,445, with most of these being seasonal farmworkers².

II. Outreach Activities

There is a separate outreach plan as outlined in 20 CFR 653.107. MSFW outreach will be conducted to contact agricultural workers outside of the local offices to explain services provided by the Division of Workforce Development. Local office supervisors will be

¹ Migrant Farmworkers Project, Legal Aid of Western Mo., Lafayette Co. report

² Rural Missouri Incorporated Farm Fact Sheet (www.rmiinc.org)

responsible for conducting outreach in their respective area, unless relieved of this requirement by the Monitor Advocate. The local office supervisors will coordinate with other agencies serving the MSFW population in order to maximize all available resources. The Monitor Advocate will assist the local offices when requested to do so or as need arises. Although the number of staff positions allocated to this program remains the same as last year, it is expected that a need for assistance from the Monitor Advocate may increase due to overall Wagner-Peyser staff reductions in some local offices with significant MSFW activity. The Regional Monitor Advocate discusses the need for additional assistance from the Monitor Advocate in a federal review that was conducted in February 1999.

A. Assessment of Available Resources

1. Funds available to operate the MSFW outreach will be part of the Wagner-Peyser funding with 1.45 staff positions allocated, including the Monitor Advocate position. Overall .40 of a position will be used by the Monitor Advocate and 1.05 positions will be used by local office outreach staff. Missouri has not assigned full time equivalent positions (FTEs) to local offices expected to provide outreach to the MFSW population. Instead, DWD allows local office staff providing outreach services to this population to charge time to a specific time code, which provides a means to monitor services in specific local offices. Use of time charging allows DWD the flexibility to provide services across the State based on actual need, without having to actually move allocations from office to office as workload fluctuates.
2. The State agency staff is the same as in prior years.
3. Resources to be Made Available through Existing Cooperative Agreements

DWD will enter into a formal cooperative agreement with RMI. We will continue to cooperate with State agencies assisting MSFWs and private agencies to further MSFW causes. RMI is the major outreach agency. RMI has relocated their full service office to Malden in order to better serve the Bootheel region.

The Southeast Missouri Health Network mainly provides health-related services.

The Migrant Farmworkers Project provides a variety of services including health and legal assistance.

Missouri's Outreach Plan created by the Monitor Advocate relates in detail how each cooperative agency operates.

A. Numeric Goals

1. The Division of Workforce Development will pursue a goal of 1100 contacts in the following local offices:

<u>Local Office</u>	<u>No. of Contacts</u>
Monett	100
Sikeston / Cape Girardeau	200

Kennett / Poplar Bluff	200
Lexington	300
Sedalia	200
Joplin	100

The number of contacts expected in each local office listed above may change if the State experiences a significant shift in the location of the MSFW population.

2. Number of Staff Days Utilized for Outreach by Local Office

<u>Local Office</u>	<u>Days utilized for Outreach</u>
Sedalia	30 days
Lexington	50 days
Sikeston / Cape Girardeau	50 days
Kennett / Poplar Bluff	50 days
Joplin	40 days
Monett	24 days
Central Office	120 days

The number of staff days utilized for outreach activities expected in each local office listed above may change if the State experiences a significant shift in the location of the MSFW population.

3. The Division will continue to use RMI as the primary outreach resource. RMI will contact 600 MSFWs in PY 2000. The Southeast Missouri Health Network and the Migrant Farmworkers Project planned outreach efforts expect contact with 1,500 workers.

To further the State's outreach plans, the Division will also contact the Southeast Missouri Health Network and the Legal Aid of Western Missouri to begin the process of establishing agreements with each of these service providers.

Similarly, the Division is looking at other resources to help Missouri meet the needs of these workers. Missouri's Monitor Advocate is assisting with efforts of the University of Missouri to research the needs of migrant farmworkers in the State. The Division is looking to this study as another planning mechanism to further efforts toward helping the increasing Hispanic population in Missouri, especially the Hispanic workforce. It is also planned to begin reviewing existing ABE/ESL programs in the State as an effective way to help provide services.

B. Proposed Outreach Activities

DWD local office staff will contact agricultural employers to locate possible MSFWs. When MSFWs are located, local office staff will request permission to explain services available. Applications will be taken for those who wish to receive services from DWD. Division staff will carry the necessary documentation to identify themselves as DWD representatives. Local office staff will also make arrangements with Southeast

Missouri Health Network and the Migrant Farmworkers Project staff to coordinate outreach efforts and to facilitate the assistance and utilization of surplus farmworkers.

U.S. workers will be recruited through registration; MSFW outreach efforts will be coordinated with other agencies such as RMI, community action agencies and other service organizations.

III. Services Provided to MSFWs

Plan Data for Upcoming Year

Planned indicators of compliance goals are expected to be accomplished. At times, the referred to jobs category becomes difficult to realize as workers do not always make themselves available for all services. Lists of registered MSFWs will be forwarded to appropriate local offices for contact and referral services as a concentrated effort to bolster referral percentages.

Significant MSFW Local Office Affirmative Action Plan

Missouri has no significant local office Affirmative Action Plan and is not a significant state.

IV. Services Provided to Agricultural Employers

Data Analysis

The previous year's history as of June 30, 1999, provides the following estimates:

- Number of agricultural job order received (estimate): 2,805
- Number of openings received (estimate): 6,155
- Number of agricultural job orders filled: 2,113 (estimate)
- Percent filled rate goal: 34.3%
- Number of interstate clearance orders received : 1
- Number of interstate clearance order initiated : 0

Plan for Upcoming Year

- Number of agricultural job orders expected to be received: 2,805
- Number of agricultural job openings projected to be filled: 6,156
- Percent to be filled: 34%
- Estimated number of interstate clearance orders: 6
- Estimated number of interstate clearance orders the state will initiate: 0

Narrative Description

The above numbers were based on the definition of agricultural employment (for MFSW) in part as employment in any service or activity included within the provisions of 26 USC 3121(g). The definition found in 26 USC encompasses all occupations with DOT codes beginning with 401-429, as well as 525 (poultry processor).

The State MSFW Monitor Advocate will:

- Train and supervise all personnel associated with MSFW outreach activity in each local office (20 CFR 653.108(g)(5);
- Monitor State agency activities and liaison with community-based organizations to further the welfare of MSFWs (20 CFR 653.108);
- Intensify services during the peak of seasonal activity (May through September) utilizing 70% of the time available;
- Conduct a minimum of six local office reviews;
- Attend meetings and other activities designed to promote the cause of MSFWs as well as state, regional and national functions directed by the U.S. Department of Labor (20 CFR 653.107);
- Prepare written reports on major activities attended and local office monitoring;
- Provide required data to the Regional Employment and Training Administration office quarterly (20 CFR 653.109);
- Monitor and provide technical assistance to assist local offices to comply with Agricultural Clearance Order activity requirements (20 CFR 653 Subpart F). OSHA and ESA regulations will be interpreted for local offices and other interested parties;
- As a member of RMI Employment and Training Committee, advise on MSFW matters and coordinate local office efforts with the committee. The National Farmworker Jobs Program grantee (RMI), cooperating agencies and the Division of Workforce Development local offices will be used as a primary source for reporting apparent violations of employment related laws and,
- Distribute distributed reference material (manuals) regarding MSFWs and the Complaint system.

Proposed Method for Establishment of WIA Performance Outcomes

A. Introduction

Pursuant to the requirement in Section 136(c)(2) of the Workforce Investment Act that “the local board, the chief elected official, and the Governor shall negotiate and reach agreement on the local levels of performance based on the State adjusted levels of performance”, the State proposes to develop a method of determination of local levels of performance that is systematic, methodical, and precise. The State also proposes to produce a system that integrates innovation as well as lessons learned from past efforts at performance measurement.

Section V:A of the *Planning Guidance and Instructions for Submission of the Strategic Five-Year State Plan for Title I of the Workforce Investment Act of 1998* states that:

For each of the core indicators identified in Section II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided. Include a description of how the levels will help you achieve customer satisfaction and continuous improvement over the five years of the Plan (Sec. 112(b), 136(b)(3).)

In implementing an improved performance measurement system, the State should optimize the way in which it is “working with local boards to determine the level of the performance goals.” In fact, issues such as “differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided” must be established based on local information. There must, however, be some consistent way in which those factors are considered from local area to local area. Section 136(b)(3)(A)(i)(II) states that

“The State adjusted levels of performance shall...show the progress of the State toward continuously improving in performance.”

In the spirit of continuous improvement, the method for formulating local outcome projections should be conducive to enhancement from year to year. It should be one that incorporates improvement within the context of local variations in economic factors and clientele served.

B. Proposal

The State proposes that local boards use an outcome-based framework, to determine the level of their respective One-Stop performance goals. The framework uses two basic steps to arrive at particular goals: 1) segment customers into appropriate groups; and 2) establish a “funnel” to quantify the progression of customers toward outcomes. The numbers generated form a basis for continuous improvement.

C. Segment Customers

For this process, WIBs will divide customers in the four categories established in the WIA performance measurement system: adults, dislocated workers, older youth, and younger youth. Within these categories, however, customers can be categorized and tracked toward employment based on similar traits; these form the customer sub-segments. WIBs should evaluate customers within the four groups based on employability criteria, such “hard to serve” and “easy to serve”, or “most job ready” to “least job ready”. Other criteria may be considered as well, such as “unemployed at enrollment” and “employed at enrollment”. It is beneficial to document these characteristics in the form of a “givens and assumptions” list about each segment (see Section E). Listed items might be characteristics of the individuals or of their environment and include some reference to the severity of their condition. Such characteristics might include literacy rates,

poverty rates, or any barriers to employment identified by the WIB. Given that different sub-segments will progress at different rates through a WIB's service programs, considering these sub-segments will facilitate more accurate prediction of outcomes.

D. Establish Funnels

The progression of customers through a WIB's service mix can be illustrated with the funnel model for the outcome-based framework. This model is based on the development of *milestones*, *performance targets*, and *outcomes*.

Milestones are defined as:

- The interim actions or accomplishments on the way to reaching the performance target
- Those critical steps customers must attain in order to achieve the performance target
- Stated in terms of behavior or condition of the customer
- Objective in that they are measurable and verifiable
- Have a logical sequence of "If...then..."
- Describe the results you expect as customers interact with your products; correlated to the services and activities you provide
- The primary distinction from targets is that they are not the end result that defines success, but are those necessary steps along the way

Performance Targets are defined as:

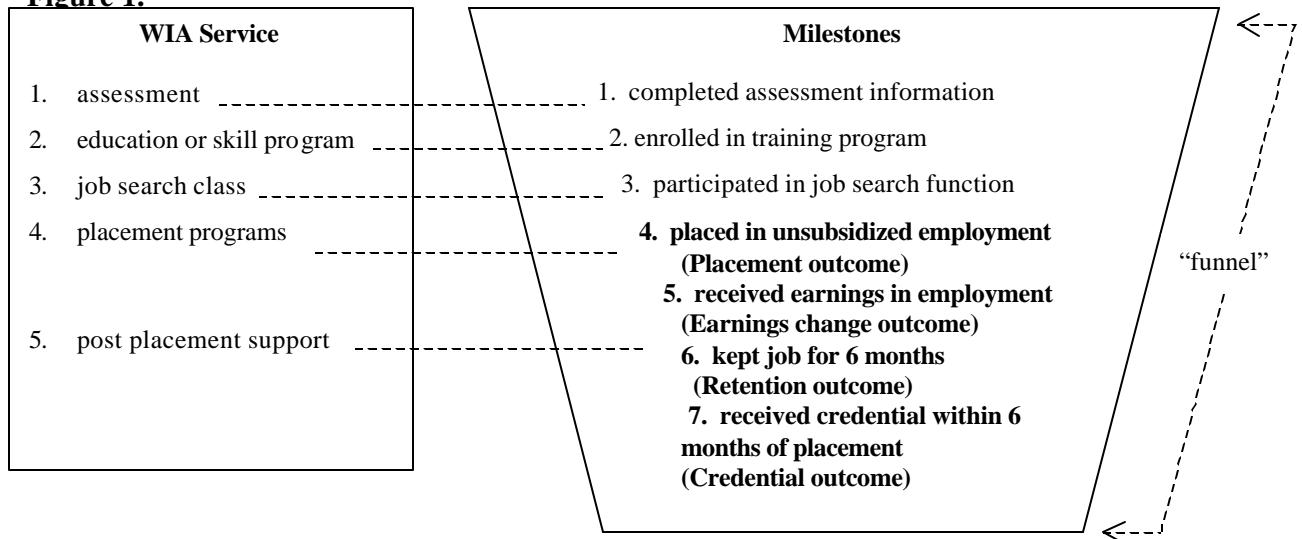
- States the contribution the WIB commits to make toward the State's outcome statement
- Stated in terms of changes in behavior or condition of the customer
- Objective in that they are measurable and verifiable
- Bound in time
- Defines success for the WIB and a return on investment for the State
- Doable with a stretch; within the realm of the WIB to influence such a change, but a challenge to do so
- Are set using hard numbers, not percentages

Outcome Statements are defined as:

- A vision statement; the end state the investor would achieve in a perfect world, or if wildly successful
- Stated in terms of behavior or condition of the customer
- Defines the 'boundaries' for the WIB

Milestones should be developed based on 1) customer behaviors (the long-term tendencies of customer segments) and 2) the relationship with service steps (See Figure 1).

Figure 1.



The local board should develop funnels based on how customers progress through the local One-Stop system. While the minimum services to be made available through the One-Stop delivery system are listed in WIA Sec 134(d)(2), the listed customer behaviors should be sufficiently generic to encompass these as well as the services of the other One-Stop partners. For example, the “participate in job search function” milestone listed above could include completion of a job club administered with Wagner-Peyser funds, or a job search class funded under WIA Title I. The “enrolled in training program” milestone could include enrollment in an Adult Basic Education course or an On-the-Job Training component. Per DOL policy, projections for these groups shall include all customers served by the One-Stop within that particular demographic, not necessarily those served *solely* under WIA Title I staff-assisted Core Services. The State is presently negotiating with the Department of Labor to establish a procedure for reporting One-Stop outcomes with universal definitions as the reporting mechanism for WIA.

Ex. 1 shows how participants progressed through a particular job training program in a hypothetical local area. If over time this proved to be the way adults progressed through this program, the local board would be able to project that for every 500 at intake, 102 would be placed in unsubsidized employment. Of those, 78 would keep a job for six months. The steps

<i>Ex 1. Milestones (Targets in Bold)</i>	
500	Learned of job program
427	Completed assessment information
252	Enrolled in training program
206	Participated in job search function
102 (\$4,500)	Placed in unsubsidized employment (Earnings change)
78	Kept job for 6 months
39	Received credential w/in 6 months of placement

along the way, “completed assessment information,” “participated in job search function” are milestones toward the retention performance target of 78. Although expressed in whole numbers, these relationships form an attrition ratio (percentage of people who drop out between

milestones) that local WIB planners can take into account when making One-Stop projections. For example, in this program, one can deduce they will lose about 41% of the people who completed the assessment information to the enrolled in training program milestone ([427-252]/427). Looking at it the other way, of those who participated in a job search function, about half (102/206) will typically be placed in unsubsidized employment. From here, WIBs would identify which customer sub-segments are represented in this group, and decide how those sub-segments progress through this program. If the customer population is disproportionately easy-to-serve, for example, the funnel will be less curved, as more of those at intake will end up in the outcomes.

E. Givens and Assumptions

The establishment of customer segments and funnels are based on certain considerations. *Givens* are the basic rules of a situation. They are often specified in legislation or are in some way statutorily-based. *Assumptions* are beliefs held about a particular issue. They are learned from experience or research and are a starting point for development of a plan of action. Following are the State givens and assumptions about the performance negotiation process.

Givens of the State

1. Each local WIB must develop a plan for delivery of services.
2. The Plan must include negotiated performance outcomes.
3. The State retains the right to accept, reject, or negotiate, in whole or in part, any or all plans received.
4. The State must approve local WIB plans.

5. * One-Stop outcomes will be reported for the sake of accountability and incentives. The State will use an accumulation of local WIB One-Stop projections for State negotiations with the Department of Labor, in accordance with WIA, Section 136(b)(3)(A)(I).
* Policy presently under development

Assumptions of the State

1. A locally-produced process such as this one will engender more collaboration among local one-stop partners, by fostering joint progress toward common goals
2. The numbers generated through this process can be a more accurate reflection of the potential accomplishments of a local one-stop system than a “top-down” dissemination of targets.
3. The numbers generated here represent the one-stop partners’ best guess of future outcomes for four customer groups, given certain assumptions. They may be under or overachieved, depending upon unforeseen circumstances.

F. Negotiation

The State proposes that this “milestone” process be the chief tool used by WIBs in establishing projected One-Stop outcomes for the purposes of negotiation in accordance with WIA Section 136 (c). The State will stipulate that, if this tool or one like it is used and documented, the State will accept the projections as submitted. However, if another method is used, or if there is no evidence of a milestone-based projection method, the State will engage in a negotiation process with the WIB and factor economic trends, past relative performance, etc., to arrive at mutually-satisfactory outcomes.

A satisfactory demonstration of the outcome-based tool will include, but not be limited to:

- 1) Outcome funnels with sequential product steps and corresponding customer behaviors that progress toward each of the performance target for adult, dislocated worker, older youth, and younger youth customer segments (i.e., four funnels)—see Figure 1.
- 2) Raw number projections for the number of customers retained in each of the milestone steps.

This system endeavors to provide a more locally-driven performance measurement process and address some shortcomings of other performance systems. It also embraces the Department of Labor’s movement toward systems that foster continuous improvement.

The State has committed to insure that WIBs are adequately educated on outcome-based methods. In addition to the several training sessions already provided, the State will provide tutorials and technical assistance on an as-needed basis.

G. Next Steps

In a One-Stop environment, the best way to develop customer segments that will encompass all the partners’ customers is to have a working session involving all the partners in the area. For such a working session, each partner should:

1. Bring information about customers of programs/State Agency , i.e., Wagner-Peyser, DFS
 - how many served by program (last year, trends over past years)
 - demographics (age, gender, family structure, barriers to employment)
2. Bring One-Stop information
 - Number served (“came through the door”—actual or estimated)
3. Have a general understanding of their respective performance measurement systems

Proposed Method

The State suggests the following schedule for accomplishing the proposed outcome system:

1. Convene a meeting of local One-Stop partners to go through proposed outcome-development procedure as described in Section G.
2. Establish customer segments, based on local considerations using proposed procedure described in Section C.
3. Map out funnel chart for each customer segment showing progression of customers toward outcomes as described in Section D.
4. Submit documentation of above process to the State and list agreed-upon projections for PY 2000. The projected targets should be established using the above funnel process, arranged as shown in Figure 1 for each of the WIA Title I Categories of Adults, Dislocated Workers, Older Youth, and Younger Youth. Figure 2 contains the definitions of the fifteen WIA performance measures as defined in the *Workforce Investment Act Performance Accountability* draft paper, issued on December 8, 1999.

Figure 2

Outcomes	Defined as	One-Stop Projection
Adult Entered Employment Rate	# who enter employment in Qtr after exit -divided by- # who exit during the reporting period	_____
Of adults not employed at registration:		
Adult Employment Retention Rate	# employed in 1 st Qtr after exit and in 3 rd Qtr after exit -divided by- # who were employed in the 1 st Qtr after exit	_____
Of adults employed in 1 st Qtr after exit:		
Adult Earnings Change	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)]-minus-[Pre-Program Earnings (earnings in Qtr 2+Qtr 3 prior to registration)] -divided by- # who exit during the Qtr	_____
Of adults enrolled in training:		
Adult Employment and Credential Rate	# who were employed in 1 st Qtr after exit and received a credential by the end of 3 rd Qtr after exit -divided by- # who exit during the Qtr	_____
Of adults enrolled in training:		
Dislocated Worker Entered Employment Rate	# who enter employment in Qtr after exit -divided by- # who exit during the reporting period	_____
Of adults not employed at registration:		
Dislocated Worker Employment Retention Rate	# employed in 1 st Qtr after exit and in 3 rd Qtr after exit -divided by- # who were employed in 1 st Qtr after exit	_____
Of Dislocated Workers who are employed in the 1 st Qtr after exit:	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)] -divided by--[Pre-Dislocation Earnings (earnings in Qtr 2+Qtr 3 prior to dislocation)]* * If dislocation date is after registration, Qtrs 2+3 prior to registration will be used	_____
Dislocated Worker Employment and Credential Rate	# who were employed in the 1 st Qtr after exit and received credential by the end of 3 rd Qtr after exit -divided by- # who exited during the quarter	_____
Of Dislocated Workers enrolled in training		

Older Youth Entered Employment Rate Of Older Youth not employed at registration and who do not move on to post-secondary education or advanced training:	# who enter employment in the 1 st Qtr after exit <i>-divided by-</i> # who exit during the quarter	_____
Older Youth Employment Retention Rate Of Older Youth who do not move on to post-secondary education or advanced training:	# who are employed in the 1 st Qtr after exit and the 3 rd Qtr after exit <i>-divided by-</i> # employed in the 1 st Qtr after exit	_____
Older Youth Earnings Change Of Older Youth employed in 1 st Qtr after exit and who do not move on to post-secondary education or advanced training:	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)]-minus-[Pre-Program Earnings (earnings in Qtr 2+Qtr 3 prior to registration)] <i>-divided by-</i> # who exit during the Qtr	_____
Older Youth Credential Rate	# who were in employment/post-secondary education/advanced training by the end of the 1 st Qtr after exit and received a credential by the end of 3 rd Qtr after exit <i>-divided by-</i> # who exited during the quarter	_____
Younger Youth Skill Attainment Rate All in-school youth & appropriately assessed out-of-school youth who need basic, work readiness, or occupational skills:	# of basic skill goals attained + # of work readiness skill goals attained + # of occupational skill goals attained <i>-divided by-</i> # of basic skill goals + # of work readiness skill goals + # of occupational skill goals set	_____
Younger Youth H.S. Diploma or Equivalent Attainment Rate Of those who enroll without a diploma or equivalent:	# who attained secondary school H.S. diploma or equivalent (i.e., GED) during the quarter <i>-divided by-</i> # who exited during the quarter (except those still in secondary school at exit)	_____
Younger Youth Retention Rate	# of participants found in one of the following in the 3 rd Qtr after exit: <ul style="list-style-type: none"> • Post-secondary education • Advanced training • Employment • Military service • Qualified apprenticeships <i>-divided by-</i> # who exited during the quarter (except those still in secondary school at exit)	_____

WIA Common Definition Performance Measure Proposal

The Division of Workforce Development proposes a new performance accountability system for the Workforce Investment Act. This system would establish key measures that would facilitate more precise negotiated outcomes, while encouraging coordinated efforts among One-Stop partners. The main idea behind this system is forming a universal set of definitions for the WIA Title I Core measures that would: 1) be counted toward the three partner agencies (WIA Title I, Adult Basic Education, and Vocational Education) for incentive funds; 2) be counted toward the employment outcomes of the other One-Stop partners; and; 3) provide a new, consistent definition for the Governor's Outcome Measures.

The many agencies established to provide human services each have measures which are reported to their respective sponsoring federal agency and to constituents. Each set of measures has different definitions and assumptions, as well as different mechanisms to capture, calculate, and report them. For example, the three agencies eligible for incentive funds under WIA have separate measures defined in separate State plans (See Ex.1). Under WIA, government programs will be more increasingly required to coordinate efforts and search for ways to eliminate duplication of work which will be inefficient and counterproductive. Further, if agencies feel that a client must be allocated only to a singular employment outcome, agencies will be in a more competitive mode.

Therefore, the Division proposes that a universal set of definitions be established that will allow State agencies to report outcomes along the many required funding streams based on a universal definition. At the crux of this system is the establishment of comprehensive One-Stop measures that are attributable to each partner agency that assists a particular client, yet are tracked as a team achievement.

Case Example

A 24 year old man enters a One-Stop looking for employment. He has been laid off from a factory job, is a veteran, and a high school dropout. Through the One-Stop, he receives adult basic education to get his GED, he receives technical training as a dislocated worker, and labor market information by a Local Veterans Employment Rep. Under the universal definition system it would go as follows: Since he received the GED, he "counts" toward the WIA Title I "attainment of recognized credential..." outcome, the WIA Title II "receipt of a secondary school diploma or its recognized equivalent" outcome and the Perkins III "student attainment of high school diploma [or] equivalent" outcome. If he gets a job, he counts toward all pertinent parties' employment outcomes. For the federal measures, he counts toward the WIA Title I dislocated worker "entry into unsubsidized employment" outcome, the WIA Title II "placement in...unsubsidized employment" outcome, and the VETS employment outcome. If, two quarters after employment, he still shows UI earnings, he can be counted toward the federal WIA Title I "earnings six months after entry into the employment" retention outcome; the WIA Title II "retention in...unsubsidized employment" outcome, and the Perkins III "retention in employment" outcome. If the Governor's Outcomes are revised to show these definitions, this client will also count toward them (and therefore to the Show-Me Results). Finally, he will count toward the DED Outcomes, as outlined in the strategic planning process. For accountability purposes, he counts toward the State One-Stop System's dislocated worker outcomes.

Ex. 1		
WIA TITLE I	WIA TITLE II	PERKINS III
Adult (18 and older), Dislocated Worker, Older Youth (19-21)	#1 Demonstrated improvements in literacy skill levels in reading, writing, and speaking the English language, numeracy, problem-solving, English language acquisition, and other literacy skills	#1 Student attainment of challenging State established academic, vocational, and technical proficiencies
Rate of entry into unsubsidized employment		- Secondary academic proficiencies
Retention in unsubsidized employment six months after entry into the employment	#2 Placement in, completion of, or retention in post-secondary education, training, unsubsidized employment, or career advancement	- Secondary vocational-technical skill proficiencies
Earnings received in unsubsidized employment six months after entry into the employment		- Postsecondary academic proficiencies
Attainment of a recognized credential related to achievement of educational skills (such as secondary school diploma or its recognized equivalent), or occupational skills, by participants who entered unsubsidized employment	#3 Receipt of a secondary school diploma or its recognized equivalent	- Postsecondary vocational technical skill proficiencies
		#2 Student attainment of high school diploma, equivalent, or postsecondary degree or credential
		- Secondary student attainment of high school diploma or GED
		- Postsecondary attainment of a degree or credential
		#3 Placement in, retention in, and completion of postsecondary education or advanced training, the military, or employment
		- Secondary placement, retention and completion
		- Postsecondary education placement, retention, and completion
		#4 Participation in and completion of vocational and technical programs leading to nontraditional employment

Negotiating Local Outcomes

Under this system, the amount of adult, dislocated worker, and youth projected to be served by the State would be divided up among the local areas, based on projected amounts of One-Stop clients in those categories. The universality of definitions would ease the local outcome projection process, since there would no longer be a dual set of measures (JTPA Performance Measures/Governor's Outcomes) to manage to. The universal, more generic categories should also be easier to project: i.e., the number of adults who will come into contact with the One-Stop.

As proposed, the measures to be reported for accountability purposes would be the State accumulated One-Stop customers in the four WIA categories. Each partner agency would report the number of customers served in these categories that were “touched” by the partner’s services in a One-Stop, in addition to those served in the partner’s own individual locations. For example, say 800 Missourians receive services in Area Vocational Technical Schools in a given year (by referrals other than One-Stops) and enter employment. Two hundred more are served by way of One-Stops and enter employment. The Vocational Educational System reports 1,000 placements for the year. The One-Stop reports these 200 in accordance with their status as WIA categories (i.e., adult, dislocated worker) in addition to all the other One-Stop clients served who enter employment.

Proposed Definitions

Given the judiciousness of using consistent placement, retention, and earnings measures, the next step is defining mutually-acceptable definitions. For a template for development, we propose that the State use the definitions in the the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999

Governor’s Outcomes

Another component of this proposal is to provide new definitions for the Governor’s Outcome Measures that will further facilitate consistency of measurement. A reason for selecting the measures as defined is that they are similar to three of the outcome measures currently used to assess the programs of the workforce development system. The “Rate of entry into unsubsidized employment” measure is comparable to the **Got a Job** measure in that it captures an individual’s receipt of employment. Got a Job is presently defined as total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings greater than or equal to \$103 the quarter following quarter of termination. The proposed rate of employment figure will capture this result, yet will include more people who enter employment, while infusing an efficiency measure in the form of a rate.

The “Earnings received in unsubsidized employment six months after entry into the employment”, as defined, translates to a measure of earnings that is similar to the Higher Wage outcome. **Higher wage** is defined as the total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings the quarter before application less than the earnings following the quarter of termination. The earnings change measure achieves this assessment of the impact of WIA programs on a customer’s earnings. It also mitigates the impact of spikes in earnings before and after employment/enrollment by using the multiple quarter averages. On the downside, this is a more complex measure (albeit slightly), and it postpones by at least a quarter the ability to calculate the measure.

A measure of attachment to the labor force after employment is captured in the WIA “Retention in unsubsidized employment six months after entry into the employment” measure. This is defined most closely to the comparative Governor’s **Retention** Outcome. Retention is presently defined as the total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings at 3 months (one quarter), 6 months (two quarters), 9 months (three quarters), 12 months (four quarters), and 24 months (eight quarters) after the quarter of termination.

The fourth Governor’s Outcome--**Below to Above the Poverty line** (defined as the total number with earnings less than poverty level for a family of 2 in the quarter prior to application AND who had earnings in excess of the poverty line for a family of two in the quarter following the quarter termination)—is not addressed by the proposed definition. The options here are to continue to calculate and report it separately, or to use another partner’s measure and reporting mechanism in lieu of it.

Next steps

1. Research the employment outcomes of all One-Stop partners and ascertain which of the placement, retention, and earnings outcomes could be addressed by the proposed definitions. Partner agencies which have the ability (and willingness) to amend their definitions will be encouraged to do so to allow capture of divergent measurement systems from a consistent source via universal definitions.
2. Secure approval from MTEC of using WIA definitions for the employment, higher wage, and retention Outcome Measures, and receive guidance on how to address the Above Poverty Line measure. It is also recommended that MTEC establish a youth outcome, commensurate with the WIA definition.
3. Secure approval from DOL on maintaining a universal set of definitions for all the partner agencies’ employment, higher earnings, and retention figures.

Policy concerning registration of customers for WIA Core Services

Discussion

The Department of Labor has directed that adults and dislocated workers who receive WIA core services will be counted toward performance measures, except those who receive self-service or informational services. The WIA Interim Final Rules (Section 666.140) states that individuals who receive WIA core services that are considered staff assisted, and therefore reportable, must be registered. The December 8, 1999 WIA Performance Accountability paper states that “The main consideration for determining which core services require registration is the level of staff involvement. When there is *significant* staff involvement of resources or time, the core services are required to be registered. This includes the following categories of core services:

- Staff assisted job search and placement assistance, including career counseling
- Staff assisted job referrals (such as testing and background checks)
- Job development (working with employer and job seeker)” (WIA Core Measures of Performance Summary, p.4).

Earlier, DOL had established the policy that registration begins when the Core services become “staff assisted.” This is done in accordance with how the funds are expended and criteria of eligibility (see DOL Q&A below). Unfortunately, DOL has not given guidance on: 1) what distinguishes between services which are self-service or informational only, and services which require registration; 2) what determines “eligibility” for staff assisted WIA services; 3) what point in time funds will be credited toward a particular service. According to the *Revised Reporting Specifications for WIA Core Indicators*, this task is being left to the States.

Proposal

Given that these issues are critical for determining which elements of the One-Stops’ service mix will be subject to registration and performance measurement, the State proposes to establish criteria that will assist Local Boards in deciding how to classify services with respect to performance measures. The State believes the criteria should allow for as much local flexibility as possible, while maintaining consistency in service delivery across the State.

A matrix presently exists of these services and could be used to map out which of certain services fall where (see Example WIA Services Matrix below). In addition, the State proposes that local WIBs use a system of criteria to organize the service mix of a One-Stop, as well as categorize future services developed to serve new customer groups.

The use of “staff assistance” as sole criteria for registration is not sufficient. As indicated earlier, it is not clear what constitutes staff assistance or which services have the greatest impact on getting someone a job. Furthermore, “allocation of a service to a particular funding stream” is not a conclusive criterion either. It is not as much correlated to finding a job as it is to funding a One-Stop. To truly establish which services are tied to getting employment for customers—and are therefore trackable--some guiding principles or doctrines are needed. This can be illustrated in the form of case examples:

- 1) A client comes into a One-Stop and by way of the assessment finds he only needs Food Stamps. He is referred to the DFS staff partner and is deemed eligible for Food Stamps. At question is whether at this point, he should be registered and counted toward performance measures, if for example, he later finds employment. At this point, it appears he should not, given that he has not received something that would provide *value-added service* toward

gaining employment. If the same customer later returned and requested employment counseling, he would be registered, counseled and tracked.

- 2) A client comes into a One-Stop and receives a job referral by way of Missouri WORKS! or America's Job Bank and receives employment. Technically, no direct staff assistance was administered, except for assistance in getting to and using the computer lab. However, the outcome was successful: the client received what the One-Stop system--and the employment and training agencies--were created for: help in getting a job. Therefore, in accordance with DOL policy, the One-Stop should be credited for the placement if *significant* time and/or resources were expended on the client. This conveys another principle: *direct outcome*. If the employment outcome of a client is directly attributable to the One-Stop system's service (and which was administered with significant allocation of time/resources), it should count toward performance.

Section 134(d)(2) lists the minimum Core services to be offered through the One-Stop system as:

- (A) determinations of whether the individuals are eligible to receive assistance under this subtitle;
- (B) outreach, intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop delivery system;
- (C) initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- (D) job search and placement assistance, and where appropriate, career counseling;
- (E) provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including--
 - (i) job vacancy listings in such labor market areas;
 - (ii) information on job skills necessary to obtain the jobs described in clause (i); and information relating to local occupations in demand and the earnings and skill requirements for such occupations; and
- (F) provision of performance information and program cost information on eligible providers of training services as described in section 122, provided by program, and eligible providers of youth activities described in section 123, providers of adult education described in title II, providers of postsecondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- (G) provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
- (H) provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;
- (I) provision of information regarding filing claims for unemployment compensation;
- (J) assistance in establishing eligibility for—
 - (i) welfare-to-work activities authorized under section 403(a)(5) of the Social Security Act (as added by section 5001 of the Balanced Budget Act of 1997) available in the local area; and
 - (ii) programs of financial aid assistance for training and education programs that are not funded under this Act and are available in the local area; and
- (K) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

A final note here is to emphasize the importance of the relationship between customer satisfaction and service offering. In addition to the principles outlined here, local Boards should consider customer feedback in determining what services should be classified as “staff-assisted”. For example, if customers consistently report that they feel a particular service would be more beneficial (i.e., more helpful in getting a job) if it contained more staff assistance, the Board may want to restructure it as a staff-assistance, measurable service.

Another caveat is that reporting of services is a “double-edged sword”. With local discretion in delineating services there may be the tendency to include as many customers in trackable services as possible. We advise caution on this, since these customers will be included in the numerator as well as the denominator of rate calculations.

Proposal

The State proposes that local WIBs develop a matrix of One-Stop services like the one below. It is suggested that WIBs begin with the services listed in WIA section 134, and arrange them into registerable/non-registerable services according to the principles listed above and the judgment of the local WIB members. This will be submitted as part of the local WIA plan and will be included in the system of performance measurement for the WIB.

It should be mentioned that the line drawn by WIBs for registerable services is not permanent. If, through the customer service mechanisms, WIBs find that a particular service would be more beneficial if it included more staff assistance, they should be empowered to change the way the service is delivered. If that change is made, it should show up in the performance measures accordingly.

DOL Q&A

4. Q. We propose to negotiate outcomes for core, intensive and training services regardless of whether WIA or Wagner-Peyser funds were used to obtain the result. Data will be combined from CS3 (the Wagner-Peyser labor exchange system) and PMIS (Program Management Information System.) Wagner-Peyser will be sorted into core and intensive services. Please comment on this approach as we are actively pursuing the strategy at this time.

Individuals should be registered for a specific program, and results achieved credited to the program only when that program's funds are expended on the services provided. For example, if Wagner-Peyser funds are being used exclusively for core services and underwrite 100% of the cost of these services, individuals getting only those core services would not be registered under WIA. In contrast, if Wagner-Peyser and WIA Adult monies are sharing the costs of such services, individuals receiving them should be concurrently registered in both programs. As a point of clarification, outcomes are negotiated for the group being served by each funding stream, and should not relate to each individual service provided.

The Department recognizes that where costs are being shared, an individual will need to be registered in each of the programs and each would get credit for the result. We are concerned that such an approach while encouraging collaboration and the sharing of costs, will also inflate overall system results. Consequently, DOL will explore methodologies to apportion equitable credit and also provide Congressional decision makers with good information on which to make their investment decisions.

7. Q. More guidance is needed on the point at which eligibility is determined and an individual is "registered" into One-Stop services. We would like to create a true One-Stop with performance measures for core, intensive and training services regardless of the funding source that provides the service. We would also like to have truly "universal" core services that do not require eligibility determination. Currently, individuals do not have to provide eligibility information to receive Wagner-Peyser core services. The implication seems to be that if WIA funds are used in the mix of resources to pay for core services, all individuals visiting the One-Stop must have an eligibility determination so that costs can be assigned. The customer would have to provide more information than he or she previously did to access the same services.

All persons who receive only informational or self-service core services need not be "registered" under WIA. When more than informational or self-service core services are provided (e.g., staff-assisted core services) the individual would be registered and would have to supply certain information such as their selective service registration form. Depending upon the services to be provided, the individual may have to supply additional information on income, eligibility for unemployment compensation, Food Stamps, Temporary Assistance to Needy Families, etc. The information required will vary depending upon the services sought by the individual and the program providing financial support for the activity. Every effort should be made, however, to minimize the customers awareness of the paper processes that the registration and enrollment activities may require.

12. Q. In the integrated One-Stop environment, we envision core services will be provided by both Wagner-Peyser and WIA-funded staff. Does this mean an individual will be considered a WIA participant because WIA funds were expended to provide a service?

It is anticipated that informational and self-service core services funded by WIA Adult or Wagner-Peyser funds will be available on a universal basis, and therefore will not be counted in the performance accountability system. Adults and Dislocated Workers who receive services funded under title I of WIA, other than self-service or informational activities, must be registered and determined eligible. The memoranda of understanding will spell out how the various fund sources will assist in paying for the core services. Guidance will be provided for performance accountability reporting purposes to address recording of services when paid for by multiple fund sources.

Recently, the Division submitted the following questions to DOL. We will advise local areas as soon as an answer is received.

Q. DOL has made it clear that One-Stop customers registered for WIA Core Services that are staff assisted will be used toward performance measures. What connotes registration? Should the State devise parameters for what information is required in WIA registration, or can this be a local decision? Should we mirror the Wagner-Peyser registration system? Also, what criteria define what level of staff assistance can be considered appropriate for registration? If a computer resource room has staff assisting customers in using America's Job Bank, for example, can those customers be registered and tracked toward performance measures?

Example WIA Services Matrix			
Core Services Self-service and information	Other Core Services (Registration required)	Intensive Services (Registration required)	Training (Registration required)
Determination of eligibility to receive assistance	Follow-up services, including counseling for registrants (those previously receiving intensive/training services) after entering employment	Comprehensive and specialized assessment, including diagnostic testing and interviewing	Occupational skills training
Outreach, intake (which may include profiling), and orientation to the One-Stop center	Individual job development	Development of individual employment plan	On the job training
Initial assessment of skill levels, aptitudes, abilities, and support service	Job clubs	Group counseling	Workplace training and cooperative education programs
Labor Market Information	Screened referrals (testing and background checks done before referral or when operating as the employer's agent)	Individual counseling and career planning	Private sector training programs
Consumer reports information and delivery system performance information		Case management	Skill upgrading and retraining
Information on other One-Stop partner services and supportive services		Short term pre-vocational services	Entrepreneurial training
Information on filing UI claims			Job readiness training
Assistance in establishing WtW eligibility and other non-WIA training and education			Adult education and literacy activities in combination with training
Resource Room usage			Customized training
"How to" group sessions (e.g. writing a resume)			
Job referrals (informational, e.g., job scouts, ES referrals in a non-exclusive hiring arrangements, short-term or seasonal placements)			
Internet browsing—job, info, and training searches			
Internet accounts—Career Kit, Personnel Kit			
Talent referrals (informational, e.g. talent scouts, ES staff referrals or	5		